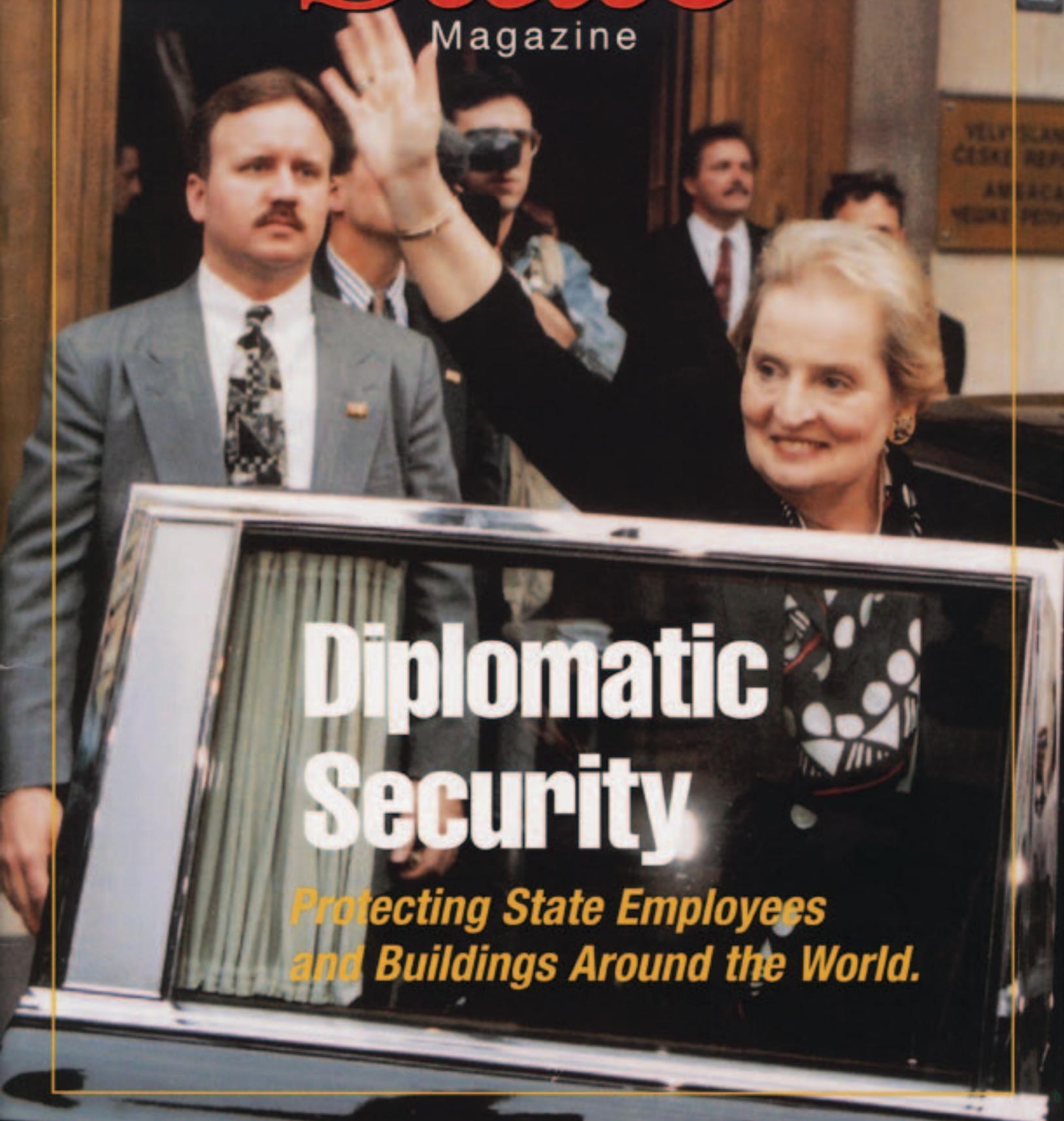


UNITED STATES DEPARTMENT OF STATE

November 1989

State

Magazine



**Diplomatic
Security**

*Protecting State Employees
and Buildings Around the World.*

Coming in December: Santiago



State Magazine

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State Magazine (ISSN 1099-4165) is published monthly, except bimonthly in July and August, by the U.S. Department of State, 2201 C St., N.W., Washington, DC. Periodicals postage paid at Washington, DC. POSTMASTER: Send changes of address to *State Magazine*, PER/ER/SMG, SA-6, Room 433, Washington, DC 20522-0602. *State Magazine* is published to facilitate communication between management and employees at home and abroad and to acquaint employees with developments that may affect operations or personnel. The magazine is also available to persons interested in working for the Department of State and to the general public.

State Magazine is available by subscription through the Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402 (telephone [202] 512-1850). The magazine can be viewed online free at www.state.gov/www/publications/statemag.

The magazine welcomes State-related news and features. Informal articles work best, accompanied by photographs. Staff is unable to acknowledge every submission or make a commitment as to which issue it will appear in. Photographs will be returned upon request.

Articles should not exceed five typewritten, double-spaced pages. They should also be free of acronyms (with all office names, agencies and organizations spelled out). Photos should include typed captions identifying persons from left to right with job titles.

Material may be submitted on disks, emailed or faxed, in 14-point type, to (703) 812-2475. The mailing address is **State Magazine**, PER/ER/SMG, SA-6, Room 433, Washington, DC 20522-0602. Contributions may also be left in Room 3811, Main State. The magazine's main number is (703) 516-1667.

Deadline for copy is the 15th of each month.

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FROM THE SECRETARY

SECRETARY MADELEINE ALBRIGHT

Y2K preparations underscore how vital American diplomacy will be in the new century.

Sticklers point out that the second millennium runs through the end of next year. But this will not stop most of us from celebrating the dawn of what we will choose to call the new millennium when midnight arrives this Dec. 31.

Provided the apostles of apocalypse are once again disappointed, the world will still be here when we wake up on Jan. 1, and so will its many problems. Our sense of excitement and renewal will be tempered by our knowledge that the high hopes for world peace that existed at the dawn of the last century were crushed by two world wars and decades of subsequent superpower confrontation.

Conflicts during this decade in Bosnia, Rwanda, Chechnya, Somalia, Sudan, Sierra Leone, Kosovo, East Timor and elsewhere have erased any illusions we might have had about the post-Cold War world being a post-war world.

Our concerns are only magnified by the steady march of sophisticated weapons technologies and by the possibility that weapons of mass destruction could fall into the wrong hands.

All this underscores how vital American diplomacy will be in the new century. The challenges posed by ballistic missiles, chemical and biological arms, international terror and crime, ethnic strife, overpopulation, environmental degradation and epidemic disease cannot be solved unless nations work together to counter them. And that will not happen unless diplomats forge the agreements, foster the understandings, put together the coalitions and uphold the principles that make successful cooperative action possible. Interestingly, one example of the kind of diplomacy we will need in the 21st century is the effort we are making to enter that century with our electronic infrastructure up and running.

As midnight arrives on Dec. 31, computer clocks around the world will roll over into the new millennium.

And systems that are not Y2K compliant could cease to function as intended and thus disrupt a broad array of public functions and services.

With Under Secretary for Management Bonnie Cohen's leadership, we have worked hard for many months in the Department to prepare for this event and to minimize its impact on our own operations. We may be proud that a congressional panel made our Department one of only two federal agencies to receive a "double A" grade for its Y2K efforts.

We have also sought to protect the safety and well-being of Americans living or traveling abroad by offering them objective information about Y2K readiness in every country around the world.

Page 20 of this magazine describes our worldwide Y2K readiness test. If emergencies do arise on or around Jan. 1, we will be as prepared as we can be to respond.

An important part of our effort has been to work with foreign governments to minimize Y2K problems through the exchange of information and ideas and coordinated contingency planning. This is a subject that I have brought up regularly in my own meetings with foreign ministers and has been broached repeatedly by our diplomatic posts in every part of every continent.

The Y2K challenge looms because so much of the world is now linked by a complex, computer-driven web of telecommunication systems, financial networks, power grids and transportation routes. This means that Y2K problems in one nation may easily cascade into others. Conversely, improvements in one country will tend to help the overall situation.

That is a pretty good description not only of Y2K, but also of our overall foreign policy challenge. This is the reality we face as we prepare to enter what is either (for sticklers) the last year of the old century or (for the rest of us) the first year of the new. ■

LETTERS TO THE EDITOR

Reception Rooms Lack Diversity

After visiting the Diplomatic Reception Rooms at Main State, we were amazed by the lack of representation of any images of people of color. By our count, there was only one portrait of a group of Blackfoot American Indians. The rest of the Americana collection consisted of our founding fathers—all white men—and portraits of women.

As the assembly hall for domestic and foreign guests, the rooms lack any reflection of the present demographics of people of color in America. Although impressive in design, the rooms present the white upper class as the sole representation of the United States without regard for the contributions of people of color to international affairs.

There are no images, for example, of people like Crispus Attucks, the African American killed by British troops during the Boston Massacre of 1770. We suggest you study the possibility of supplementing the Americana art collection to reflect America's creation by a diversity of people.

Mashadi Matabane
Kari D. McGriff
Interns, Foreign Service Institute

Diplomatic Rooms Staff Response

Tours of the Diplomatic Reception Rooms are subject to numerous security restrictions and time constraints. Consequently, visitors may miss many noteworthy items. Unfortunately, Ms. Matabane and Ms. McGriff did not see several works of art portraying or created by minorities on display. Among them are:



The Bloody Massacre, Paul Revere, including a specific representation of Crispus Attucks, the John Quincy Adams State Drawing Room;

Lake Pepin Water, Minnesota, Robert S. Duncanson, the Thomas Jefferson State Dining Room;

Appeal to the Great Spirit, Cyrus Dallin, the Walter Thurston Gentleman's Lounge; and

Penn's Treaty With the Indians, after Benjamin West, the Entrance Hall.

The Diplomatic Reception Rooms are not a museum or a forum to discuss social issues, and no shows or special exhibitions are held in them. They were created, instead, to provide an elegant setting for the Secretary, the Deputy Secretary and other administration officials to entertain at government-sponsored functions.

Thomas G. Sudbrink
Registrar, Diplomatic Reception Rooms

Corrections

Richard L. Greene is the principal officer at the U.S. Consulate in Sydney, not the U.S. Embassy, which is in Canberra. The error appeared in the July/August issue in the Appointments section.

In our June issue about recruiting for the 21st century, we said Presidential Management Interns, or PMIs, join the Civil Service while earning master's degrees. PMI is not a student program, and while it's true that PMIs must apply while they are finishing graduate school, all PMIs already hold either a master's or Ph.D. degree. They join the Civil Service *after* completing their graduate degrees and are converted to the competitive Civil Service after they complete the two-year management training program.

From the Editor

We invited you in March to respond to our first full-color issue in more than 50 years of publication. Many of you called and wrote, and with few exceptions (which we published on this page), your comments were overwhelmingly favorable. Consequently, we proceeded to deliver what we promised: a monthly magazine in full color every issue, starting this month.

We were able to deliver on that promise only with strong support from you, our readers, our advisory board and the director general. We are especially indebted to art director Kathleen Goldynia, who oversaw our effort to seek competitive printing bids "beyond the Beltway," allowing us to publish in full color at a considerably lower cost than we were paying a year ago for black-and-white printing.

The impact of color is clearly evident in this issue's Post of the Month—Niamey—on page 8.

So with November's full-color issue, the magazine has cleared a major hurdle as it enters the new millennium. Thank you for the boost and for your continued loyalty.



Photo by Michael Gross

USIA Merges With State

By Donna Miles

Friday, Oct. 1, was a day of final chapters and new beginnings for the U.S. Information Agency.

After 46 years of independence, USIA officially became part of State, culminating a two-plus-year reorganization effort directed by the President and Congress.

The USIA integration was the second phase of a plan to reform and restructure the foreign affairs agencies. In the first phase, the U.S. Arms Control and Disarmament Agency merged with State last April.

"Ecclesiastes tells us that there is a time to rejoice and a time to mourn," said Secretary Madeleine Albright during an Oct. 1 commemoration ceremony at the former U.S. Information Agency headquarters building—now known as "State Annex 44." "Today," the Secretary acknowledged, "some of you may be more inclined to the latter emotion, but I hope you will find room in your hearts and minds for both."

She praised USIA's long, powerful legacy, acknowledging the agency's role in advancing U.S. security and promoting democracy. "USIA employees, past and present, have profound reasons for pride," she said.

She echoed the sentiments expressed in a message from President Clinton read the previous month at a USIA farewell party. The President said the agency's employees "have served with distinction around the world as personal emissaries of America and the values we cherish...sowing the seeds of peace, security and prosperity for our nation and our world."

Secretary Albright vowed that USIA's mission of "explaining America and reaching out to the world" is "more important now than ever" and will become "an integral part of our major foreign policy objectives."

And she said State is counting on its new former USIA members to meet that challenge. "Your unique angle of vision will be vital to us as we frame our strategy," she said.

The consolidation added more than 3,800 former USIA employees to State's rosters: 1,800 Civil Service and Foreign Service employees and more than 2,000 Foreign Service Nationals. They "cross-walked" to bureaus and offices throughout the Department, and many are assigned to the Bureau of Public Affairs and the new

Bureau of Educational and Cultural Affairs and Office of International Information Programs.

But most of the former USIA employees are posted at State's missions around the world, where few changes were expected due to the consolidation. Director General of the Foreign Service Edward W. "Skip" Gnehm Jr. said USIA employees have always worked "hand in glove" with their State counterparts overseas, where he said their operations have long been integrated "in fact, if not in law."

The bigger impact of the consolidation, the director general said, is likely to be felt in Washington, D.C., where State and USIA historically operated more independently.

Evelyn Lieberman, the former Voice of America director who was sworn in as the first under secretary for Public Diplomacy and Public Affairs on Oct. 1, said that for many of her former USIA colleagues, the consolidation is "bittersweet." She acknowledged that "It's not easy to see the organization to which you gave so much confined to history."

But in reality, the consolidation has great implications for public diplomacy, which she said will now "be part of policy development and no longer an afterthought to foreign policy decisions."

Under Secretary Lieberman challenged former USIA employees to "carry on the pride and achievement, the professional and technical know-how of USIA." And she asked State employees who will work alongside them "to think above all else of what we can do together to make public diplomacy succeed."

Secretary Albright said the consolidation will transform the way foreign policy is carried out. "From this day forward," she said, "everyone in our Department must know that effective public diplomacy is fundamental to our success and that the practitioners of public diplomacy are entitled to a seat at the table and a fair share of resources in all that we plan and implement.

"That's what this reorganization is all about," she said, "because that's what our nation's interests demand." ■

Photo by Donna Miles



Signing the first Civil Service collective bargaining agreement between State and the American Federation of Government Employees are, from left, Director General Edward W. "Skip" Gnehm Jr., chief negotiators Steve Ledford and Fern Finley, and Assistant Secretary for Administration Pat Kennedy.

Signing Marks Historic Agreement

State and Local 1534 of the American Federation of Government Employees recently signed a comprehensive collective bargaining agreement covering approximately 6,000 Civil Service employees.

The accord, representing two months of what were described as "professional and collegial" negotiations between management and union officials, was formally signed during a Sept. 27 ceremony in the office of Director General Edward W. "Skip" Gnehm Jr., who is also director of Personnel.

The agreement, which runs more than 100 pages, took effect on Sept. 30.

More than 8,000 copies of the agreement will be printed and distributed, officials said. Training on the agreement and labor relations for managers and supervisors of Civil Service employees will also be offered.

Vietnam Consulate Dedicated

Secretary Madeleine Albright recently lauded the newly opened U.S. Consulate in Ho Chi Minh City as a "symbol of America's commitment to continued progress toward full reconciliation and normalization between the people of America and the people of Vietnam."

The Secretary, who presided over the consulate general's groundbreaking two years ago, said the building marks an important step forward in the relationship between the United States and Vietnam. The facility is expected to become one of the United States' busiest visa-issuing posts within a year.

Secretary Albright said the consulate will enable the United States to accelerate refugee processing, foster family reunification and enhance both commercial and people-to-people ties between the two countries.

State Reports on Religious Freedom

State recently submitted its first Annual Report to Congress on International Religious Freedom, citing glaring cases of religious intolerance around the world.

The report describes the status of religious freedom in 194 foreign governments, their policies that violate religious beliefs and practices, and U.S. policies to promote religious freedom.

Secretary Madeleine Albright will use the report, prepared by the office of Ambassador-at-Large for International Religious Freedom Robert Seiple, as the basis for possible punitive actions against the most serious violators of religious freedoms enshrined in Article 18 of the Universal Declaration of Human Rights.

Among the countries criticized in the report are Sudan, Iraq, Afghanistan, China, Saudi Arabia, Serbia and Myanmar, the former Burma.

Ambassador Returns to Belarus

U.S. Ambassador to Belarus Daniel Speckhard recently returned to his post in Minsk after being recalled to Washington, D.C., in June 1998.

Ambassador Speckhard was evicted from his residence by the government of Belarus, a violation of the Vienna Convention on Diplomatic Relations and a bilateral agreement between the United States and Belarus.

His return to Belarus is expected to help the United States promote democracy and human rights and other mutual interests between the two countries.

IT Job Fair Slated

State will sponsor its second information technology job fair of the year from 9 a.m. to 2 p.m. on Saturday, Nov. 20. The fair, open to the general public, will be held at the National Foreign Affairs Training Center in Arlington, Va.

Attendees will learn about high-tech Civil Service computer specialist and telecommunications specialist opportunities in the Washington, D.C., area and about information management technical specialist opportunities in the Foreign Service. Information about State's critical need for radio technicians will also be available.

Interested applicants are encouraged to bring résumés and any pertinent product or industry certifications, educational transcripts and proof of current security clearance to the fair. Recruitment bonuses may be available to applicants with certain technical or educational backgrounds.

State Awards Demining Contract

State's Office of Humanitarian Demining Programs is serving as the project office for the first integrated mine action support contract ever to be awarded by the U.S. government to enhance the effectiveness of its demining program activities.

The Department awarded the contract last August for an amount not to exceed \$250 million over five years to RONCO Consulting Corp., an experienced mine detection and clearance firm.

The contract is designed to enable the U.S. government, through RONCO, to provide highly professional mine clearance, mine detection dog support, logistics and supply services, and other program management support to some 30 countries receiving U.S. humanitarian demining assistance.

DIRECT FROM THE D.G.

EDWARD W. "SKIP" GNEHM JR.

People often say to me, "You must have the *worst* job, always dealing with problems or grievances or some difficult situation." Well, I admit that there are days when I would gladly exchange my portfolio with any of you. But most of the time I consider mine the best job in the Department.

During my tenure as director general, I have had the great pleasure of meeting many of you on my overseas travels. From my meetings with both American and Foreign Service National staffs, it is always inspiring to see and hear what you are doing in the field. This was especially true during a recent trip to posts in the Caucasus and Central Asia.

I was determined to visit these posts for several reasons. First, I know they are extraordinarily remote. Our employees there are about as far away from home and supportive colleagues as you can get. Second, I was anxious to see how our newest embassies were faring as they complete their first decade. Finally, I had promised many individuals at these posts that I would come for a visit—and I always like to keep my promises!

For those of you unfamiliar with these posts, let me describe their situation. Many of us are toiling in foreign environments, but few of us—save in our most difficult posts—have such challenging surroundings. The natural beauty and sheer vastness of the area are remarkable, but conditions in many of the Newly Independent States remain difficult, with basic amenities completely lacking or available only sporadically.

The countries themselves are new. Their governments have been struggling to put their own systems and programs in place and are having growing pains as they attempt to establish their own identities after decades of Soviet rule. Our posts must deal with the realities of a dangerous security environment, with many of them still in makeshift embassies as they wait to relocate to new structures.

Given this situation, you would probably think that our mission staffs are discouraged and dejected. Quite the contrary. Their morale and dedication are impressive. To a person, they love their work and feel that they have the opportunity to make a difference either in their individual missions or in their assigned countries. For me, this reinforced what the McKinsey and Co. consulting firm's "War for Talent" survey has been saying: Our workforce is attracted to the State Department by its inspiring mission and by the opportunity to do meaningful work.



However Remote Their Posts, Our People Perform Superbly

There are signs of our successes everywhere. Many posts have established schools for dependents, removing one of the principal impediments for assignments and creating institutions that are so important to the community. While in Tbilisi, I attended a ceremony involving about 30 Georgian peasants who received grants of small plots of land through a land certificate program supported by the U.S. government. After a government official had finished speaking, one of the peasants grabbed the microphone and said, in essence, thanks for the land but now we need tractors and plows too. I thought to myself that both the land certificate program and the spontaneous expression of free speech would have been unthinkable a decade ago. Now, thanks in part to American efforts, both are thriving.

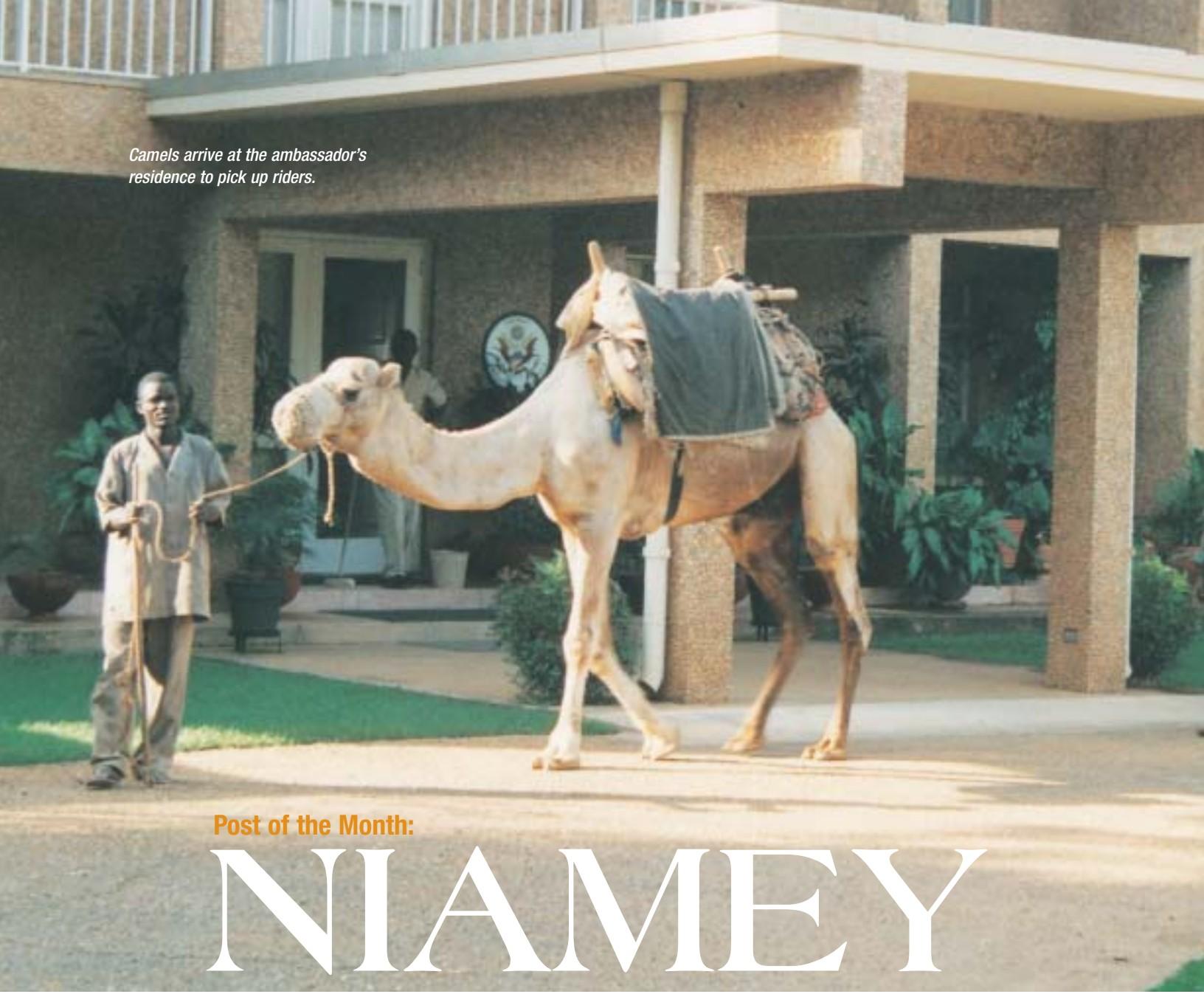
This is not to say the situation in the region is completely rosy. Day-to-day living presents physical and emotional challenges that most Americans could not imagine enduring for a weekend, much less two years. Everyone with whom I spoke, from chiefs of mission to new junior officers, expressed particular concern for the increasingly stressful workloads they are asked to shoulder. I have heard from many of you, and from listening to the comments of our promotion panels, that this is not unique to posts under the special adviser for Newly Independent States. Special embassy posts, supposedly exempt from many reporting requirements, say they are nevertheless being asked to spend more of their staff time monitoring, coordinating and reporting on various programs in their regions.

I always return from my travels energized and encouraged by those with whom I have met. The McKinsey report is correct in another respect: We do have an enormously talented, dedicated workforce. Although in the Bureau of Personnel we all know we can do better, my sense is that attitudes toward the bureau are much more positive now than two years ago.

The fact that we have been successful in hiring much-needed Foreign Service professionals and are starting to alleviate some of the chronic staffing gaps has been noted and appreciated. I also received favorable reaction to the State-U.S. Information Agency integration, with most people believing it has been handled sensitively.

Finally, at every post I have been encouraged to continue with our efforts to make the personnel system more responsive to the needs of our dedicated employees and their families, whose spirit of adventure and willingness to persevere under the most difficult circumstances are laudatory. Faithful to you, we will continue our work. ■

Camels arrive at the ambassador's residence to pick up riders.



Post of the Month:

NIAMEY

Where the Sahara Meets Black Africa

By John C. Lamson and William A. Ostick

"Niger? You mean Nigeria?" was the response many of us got when telling friends about our new assignment. No—Niger is separate from, and quite different from, Nigeria. There are, however, many similarities. Both countries share a common border and common people (the Hausa, who make up about 50 percent of Niger's population), and both take their name from the Niger River.

A mysterious river, as described in the title of Sanche de Gramont's book, "The Strong Brown God," flows unexpectedly north into the heart of the Sahara Desert before turning east and then south in a huge arc near Timbuktu in Mali. No wonder that this geological miracle was considered a god, as it granted water and fish in abundance to those living in an otherwise desolate landscape.



Photo by Lelia Lamson

When you cross the common border into Niger, Nigeria's motorbikes and pickup trucks turn into camels and donkey carts. In modern terms, Niger is one of the world's two least-developed countries. Outside of the towns, there is no electricity or running water. People live and work as they did 100 years ago. Men from diverse ethnic groups still apply makeup and dance to attract young brides, dress in desert robes, carry swords and lead their camel caravans to the salt fields. For Westerners, a virtual time machine waits a few miles from the capital of Niamey.

The southern 100-mile-wide strip of Niger, where almost 90 percent of the population lives, usually receives good annual rainfall. Villages measure their prosperity by full grain bins and fat animals. As the

Sahel region approaches the Sahara Desert, survival becomes a daily concern as nomads search for water holes and adequate grazing grounds for their herds. Still, many Tuaregs and Fulanis who have been obliged to find more prosaic jobs in the south or go to the coast for work would return to a nomad's life if they could gather and sustain a herd.

The northern city of Agadez is the jumping-off point for the desert, the Air Mountains, dinosaur digs, uranium mines and the adventurous life of the nomads. The Tuareg people of the region have given up their rebellion of the early 1990s, but the odd bandit may still snatch an occasional four-wheel-drive vehicle if visitors venture far without local guides. Economically depressed for the last few years, Agadez is slowly coming to life as tourists find it safe to return and sip mint tea while negotiating for silver jewelry, leatherwork or carvings. Skeletons of a rare dinosaur species remain scattered in the desert near In'Gall south of Agadez, awaiting the return of the University of Chicago paleontologist who first discovered them.



A woman sells fried dough at the local market.

Photo by Lelia Lamson

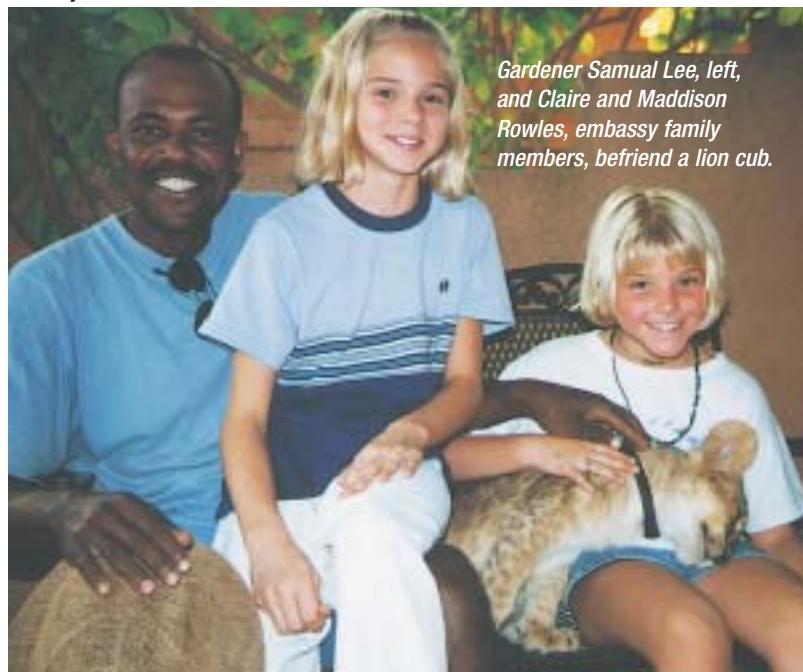


Joint Administrative Office director John Lamson and his wife Lelia bargain with an artisan during a craft fair at the American School of Niamey.

A local designer created an international fashion show among the dramatic sand dunes in nearby Tiguidit. The annual Cure Salée (literally "salt cure"), a gathering of the Wodabe-Fulani clans to provide salt and grass to their animals, to dance and to court marriage partners, is again becoming an attraction to outsiders. Niger also hopes the classic Paris-Dakar car rally will resume its traditional route through Agadez and Niamey.

Despite its rustic surroundings, the U.S. Mission in Niger benefits from some of the best facilities in West Africa, a legacy from the major U.S. Agency for International Development presence and other developmental efforts over the last 35 years. The chancery sits on a large, tree-shaded compound with the American School of Niamey and the community center on one side and the former USAID

Photo by Suzette Miller



building—now occupied by the general services officer—on the other.

Across the street, the ambassador's residence, built by the Foreign Buildings Office, enjoys spacious grounds overlooking the Niger River. The Marine House is just around the corner. Other embassy staff members live in government-leased houses a short drive from the embassy. Embassy employees compare their commutes, as short as they are, to driving through a shopping mall because of the number of pedestrians, carts propelled by donkeys or men, wheelbarrows, bicycles, tricycles for the disabled and motorbikes on the narrow roads.

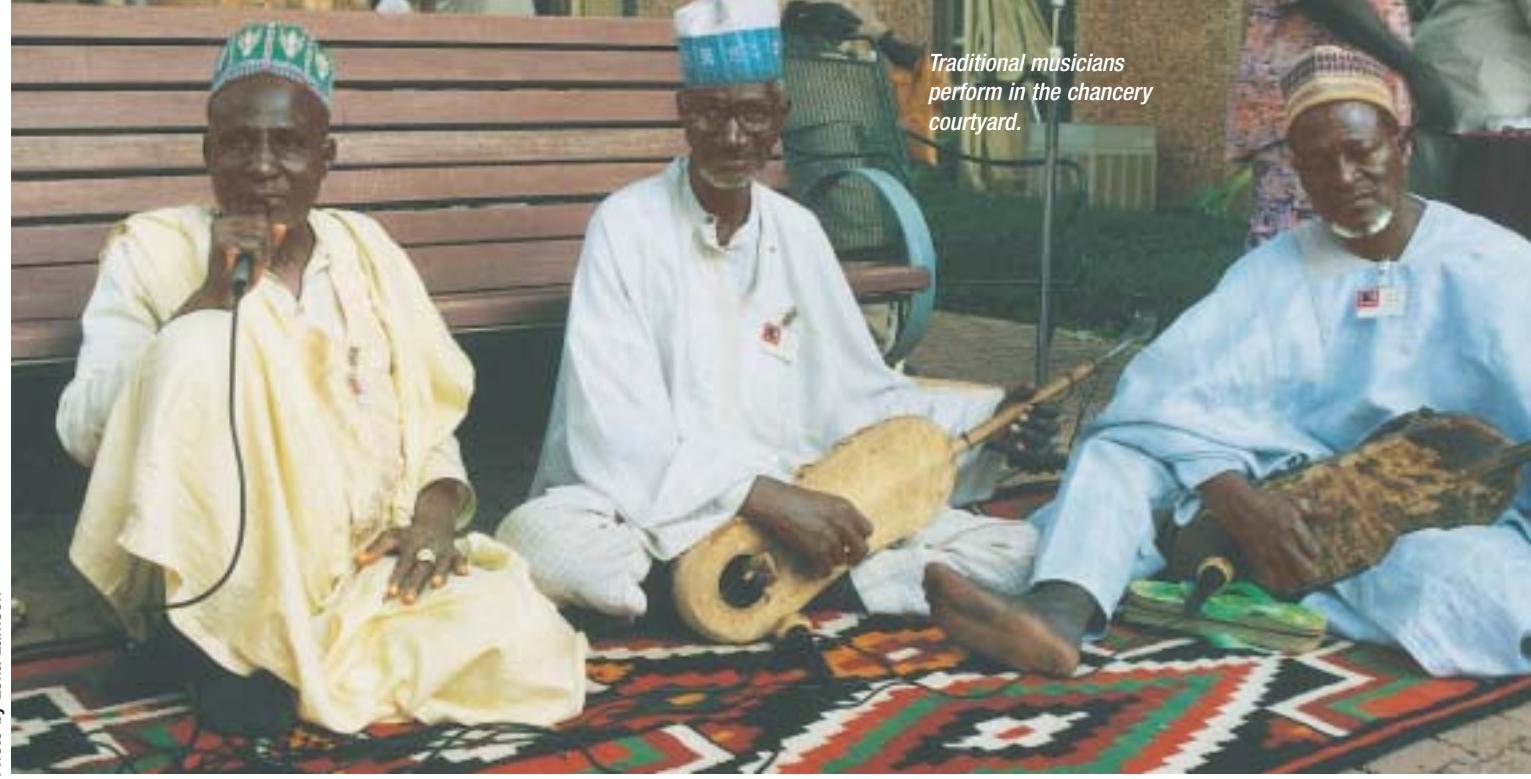
USAID is gone now, but State maintains 15 direct-hire employees, including a public affairs officer. The mission is rounded out with five Peace Corps staff members, a foreign affairs officer from the Department of Defense and six Marines. Numerous family members work at the embassy or the school, as do more than 100 Foreign Service Nationals and local hires. The embassy's relatively large administrative section provides regional support to the missions in Ouagadougou and N'Djamena.

In Niger, the Peace Corps presence is truly appreciated, but work for the volunteers, who proudly consider it one of the world's toughest assignments, is challenging. More than 100 volunteers, one to a village, work at the very grass roots of food, health and rural development problems. They live in village huts, sometimes own camels or horses and bargain furiously with their neighbors at the local markets.

U.S. Information Service Niamey, operating as the American Cultural Center, sought to establish a foundation for trust and mutual respect through activities that informed the Nigerien public about the United States and

its society, history, politics and culture. The new public affairs branch faces the continued challenge of addressing intellectual arguments to an audience often preoccupied with its own daunting domestic economic problems. Because the educated population is small, the political elite finds itself spread thin, with great and varied demands on its energies.

Public affairs programs emphasize democratization,



Traditional musicians perform in the chancery courtyard.

including encouraging a free and independent press and economic reform. Frequently, the post seeks out local talent to present programs that reflect American culture and society.

The most popular public diplomacy activity, the English Language Program, began in 1977. Today enrollment approaches 500 per term.

Throughout Niger, economic development remains a daunting challenge. This landlocked country lacks even a railroad, while the few paved roads are deteriorating for lack of funds to repair them. Domestic markets are small and scattered over great distances. Trading with neigh-

Former community liaison officer Catherine Ostick with her daughter Jillian and former public affairs officer William Ostick enjoy a community camel ride.



boring countries or the developed world poses even greater logistical problems. Manufacturing is limited to small groups of artisans using simple tools, and labor costs are high relative to other Third World countries. Private outside capital is very hard to attract.

Niger hopes to see an increase in the prices of uranium, oil and gold, its few small extraction industries, and a gradual improvement in agriculture to permit growth in cash-earning exports. It also is optimistic that tourism will improve and, with it, the sale of Niger's unique arts and crafts. Finally, the nation looks toward the development of indigenous industries to take advantage of increased trade within the Economic Community of West African States, while privatization makes enterprises more efficient.

Long a recipient of Western aid, Niger faces a new, post-Cold War reality as donor nations concentrate their resources on countries that demonstrate the best potential for economic and democratic improvement.

Niger stumbled badly on its return to the path of democracy but believes it has regained its balance. In 1996 a democratic government was overthrown by the military, which had grown frustrated by the inability of the governing parties to overcome their political gridlock. But, after a second coup last April, both soldiers and politicians cooperated to hold democratic elections in October—leading to a new government in January 2000 in which a president and prime minister will share power.

Adopting a wait-and-see attitude, the outside world is now withholding any significant aid until it sees positive results. ■

Mr. Lamson is the director of the Joint Administrative Office in Niamey. Mr. Ostick was the post public affairs officer until last July.

LEFT LANES
CLOSED
AHEAD

Bureau of the Month:

Diplomatic Security

***State's Bureau of Diplomatic Security
is busier these days than ever.***

By Peter E. Bergin

Since August 1998, the bureau has responded to more than a dozen post evacuations, more than 70 post closings and more than 2,500 separate terrorist threats to U.S. Missions. And that's in addition to last year's tragic bombings of two U.S. Embassies in East Africa.

Also, the bureau has been instrumental in providing security support during events directly related to heightened security at U.S. posts—air strikes against Iraq, missile strikes against terrorist enclaves in Afghanistan and Sudan, NATO military action in Serbia and Kosovo, the

The Dalai Lama, center, is accompanied on his 1999 visit to New York by, from left, Special Agents Rick Watts, Tommy Lo, Tim Haley and Jason Lew.

storming of U.S. posts in Damascus and China and the apprehension of the Kurdish Workers Party leader Ocalan.

During the same period, the bureau, commonly referred to simply as "DS," handled unprecedented levels of protective security and investigative demands in the United States.

DS has 1,663 U.S. employees, including administrative, technical, analytical and other support personnel. Special agents are dispersed as regional security officers at virtually every embassy around the world. In addition, DS employees conduct criminal and personnel security investigations at 23 field offices across the United States.

The bureau's mandate includes providing security for U.S. Embassies, investigating passport and visa fraud and protecting the Secretary and high-ranking foreign dignitaries visiting the United States. This mandate integrates both the bureau's foreign and domestic operations. It's an important connection because everything done in the United States is critical to the work of the Department overseas—be it protecting foreign dignitaries or investigating false passports used by terrorists or drug cartels.

DS was established to provide a secure working and living environment for the conduct of foreign affairs. The bureau is committed to protecting life, information and facilities domestically and abroad—a mission it carries out in a painstakingly thorough and coordinated security program.

In the complex, high-tech world in which the Foreign Service fulfills its mission, DS is challenged to provide an environment in which State employees can operate freely and safely worldwide.

In 1998 in Freetown, Sierra Leone, for example, the regional security officer played a pivotal role in evacuating several thousand people due to civil unrest, one of many such operations in a year's time.

In Moscow, security engineers and special agents are overseeing the security and counterintelligence of the largest construction project in the Department's history: a \$250 million, 10-story chancery building to be completed in April.

In New York, almost every DS agent from Washington, D.C., and from the bureau's field offices in the United States is called upon each year to support the United Nations General Assembly. In a diplomatic sense, DS is called upon to keep the world's representatives safe and secure while they are America's guests, just as foreign governments do for visiting U.S. dignitaries in their countries.

DS's security program depends on the dedication of special agents, engineers, technical experts, intelligence analysts, trained observers and vigilant couriers who provide the valuable expertise needed by any professional law enforcement organization.

Enabling the diplomatic community to operate freely and safely worldwide is no easy task. The terrorist threat to U.S. diplomatic facilities and personnel overseas is global, lethal, multidimensional and growing. The threat is generated by indigenous and transnational anti-American terrorist groups and by state sponsors of terrorism.

In this atmosphere, DS special agents serve on the front lines, where they are often at the most risk, but also in the best position to carry out their mission.

During the last three years, six DS agents have received Department valor awards for saving lives. One of those six, Special Agent Tony Diebler, received two valor awards, making him—as Secretary Madeleine Albright cited during his award ceremony—the only person in the Department's history to be so honored.

Understanding the country of assignment is critical to providing DS protection. To do the job effectively, regional security officers must know the country's politics, economy, culture, society and history. An RSO must know what's going on in the country, understand the real threat level and establish contacts with credible sources of information. All this is critical in the decision-making and problem-solving process that RSOs face at all U.S. Missions abroad.

DS carries out the only program of its kind within the U.S. government. Because of its unique character and mandate, it has developed security programs that benefit not only Department employees and their families, but also those of other U.S.



Photo by Kathleen Goldyna



Security engineering officer Peter Whitehead demonstrates a borescope, used to locate hostile intelligence listening devices in walls.

agencies under the chief of mission's authority. The programs also enhance the safety of U.S. citizens traveling or living abroad and U.S. corporations with foreign operations through the work of the Overseas Security Advisory Council.

The council was established to promote cooperation and information sharing on security issues between the American private sector worldwide and the U.S. government. More than 1,700 U.S. companies and organizations are now associated with this enormously successful joint venture.

The bureau also provides services to foreign missions in the United States as a reciprocal means of obtaining better treatment by other governments of U.S. Missions and personnel overseas. This is carried out by DS's Office of Foreign Missions.

In addition, the bureau administers the Rewards for Justice Program, which offers up to \$5 million to provide information leading to the apprehension of terrorists, the greatest threat to diplomatic operations. Currently, DS receives more than 100,000 hits a month on its web site—providing information that has led to the prevention of terrorist acts and the apprehension of terrorists. The program has played a significant role in the capture of major international terrorists and is a key component in the U.S. government's fight against international terrorism.

In addition, the DS Anti-Terrorism Assistance Program, established in 1983, has arranged for anti-terrorism training for 20,000 foreign civilian security personnel from 91 nations.

In the meantime, each year the bureau carries out the daunting challenge of investigating and clearing 14,000 national-level security clearances required to create a secure workplace worldwide.

Through the years, especially in times of tight budgets, some observers have been critical of dollars spent on the Department's security. And in the competition for funds and posi-

tions, their concerns are understandable.

But in light of last year's embassy bombings in Nairobi and Dar es Salaam, it became apparent that the United States and its diplomatic community face determined and dedicated enemies with vast resources. In response to this increased threat, the recent budget supplemental

Providing security at the ambassador's residence in Nairobi after last year's bombing are, from left, Special Agents Lynn Falanga, Jake Wohlman, Sean Sirker, Brian Duffy (in car), Pete Twining and Eric Kriley.





Above, foreign civilian security personnel practice defensive tactics during DS's Anti-Terrorism Assistance Program. Below, providing security for Secretary Madeleine Albright during a walk to work are, from left, Special Agents Steve Smith and Paul Isaac.

provided emergency funds needed to launch extensive security improvements. Of the \$1.489 billion fiscal year 1999 security supplemental appropriation, DS received approximately \$588 million.

During the past year, DS used those funds to conduct a comprehensive security review of all U.S. posts to assess security needs and recommend immediate security upgrades/actions. As a result of the review, State has:

- deployed nearly 300 DS special agents overseas on temporary assignment to augment security at U.S. diplomatic missions;
- dispatched security assistance teams to threatened posts to reinforce embassy perimeters and work closely with the mission's guard force and host government officials until the threat was resolved;
- hired 4,000 new local guards to protect U.S. Missions abroad;
- worked closely with host governments to increase their security presence at U.S. facilities worldwide, as well as to close streets or change traffic patterns in front of some U.S. Missions;
- acquired surrounding properties to increase the setbacks at more than 30 posts;

Photo by Doug Dethart





Special Agents Michael Valle, left, and Art Balek discuss security details for the United Nations General Assembly.

- enhanced physical security at U.S. Missions with additional barriers, blast walls, bomb detection units, walk-through metal detectors, x-ray equipment, closed-circuit television systems, video event recording equipment and full- and light-armored vehicles;
- established mandatory security inspections of all vehicles entering U.S. diplomatic facilities;
- strengthened the working relationship with the intelligence community regarding assessment, investigation and dissemination of threat information directed at U.S. posts abroad;

DS Names Employees of Year

Special Agent Paul Peterson and Special Agent Timothy Burchfield were recently named co-winners of the Bureau of Diplomatic Security's 1998 Employee of the Year Award.

Mr. Peterson, posted at the U.S. Embassy in Nairobi, was honored for his performance in the aftermath of the embassy bombing in August 1997. Mr. Burchfield was honored for his performance at the U.S. Embassy in Athens against what officials called a backdrop of constant threat, real danger and high anxiety.

In other bureau awards, Laurence Doggett from the U.S. Embassy in New Delhi was named Security Engineer Officer of the Year, William Polley was named Diplomatic Courier of the Year and Joan Lewis was named Civil Service Employee of the Year.

- assigned additional DS personnel to various intelligence community agencies, including the CIA Counter-Terrorism Task Force and various FBI Joint Terrorism Task Forces;

- hired and trained 337 new DS special agents, security engineers, security technicians, diplomatic couriers and Civil Service employees; and

- established 140 new DS special agent positions overseas.

Protecting U.S. posts and employees in light of a wide range of threats, both today and into the foreseeable future, is a great challenge to DS. But it's a challenge that the bureau's employees are working to meet with all their energy and the latest technology. ■

The author is director of the Bureau of Diplomatic Security.

A special agent waits in the "follow car" for his protegee outside the United Nations.



Photo by Shawn Moore

A New Look at Driver's Training

This isn't the course your parents sent you to when you got your learner's permit. But for Foreign Service members headed to high-threat posts, it offers potentially lifesaving skills.

By Donna Miles

Photos by Kathleen Goldynia

Steve Schwartz grasped the steering wheel, desperately trying to avoid throwing his vehicle into a skid. He accelerated as the car rounded a slippery track, lifting up on the gas pedal only when he felt the tires begin to slip out from under him.

"Steer! Steer! Steer!" his instructor, Dennis Haas, coached as the front wheels, then the back ones, lost traction and slid toward the left. "Too much gas!" Mr. Haas continued. "Go easy on the gas! Look around that turn! Eyes ahead!"

Despite his best efforts, Mr. Schwartz, a seven-year Foreign Service officer bound for Havana, lost control of the car. He jammed on the brakes, locking them and sending the vehicle into a dramatic tailspin.

Welcome to the Diplomatic Security Antiterrorism Course, where students mix classroom instruction with behind-the-wheel practice that sends hearts thumping, brakes squealing, tires swerving, cones flying and vehicles crashing.

The Bureau of Diplomatic Security offers the two-day course to Foreign Service members headed to high-threat posts. The course covers surveillance detection, attack recognition, emergency medical care, explosive devices and driving techniques.



A student hits a cone while sliding across "black ice."



At the Summit Point Raceway in West Virginia, students receive a full day of firsthand practice in the principles of defensive and counter-terrorist driving.

"What we want them to do," explained Hal Orbitz, driver training program manager at the Diplomatic Training Center, "is to develop confidence and build up their skills so if they encounter a dangerous situation, they can use their car to survive."

The class begins with a review of basic driving principles. Sit up straight. Keep both hands on the wheel. Keep your eyes on the road. Anticipate what's ahead. Brake and accelerate with the tips of your toes, not the balls of your feet. Move your hands—not your body—as you turn.

Students practice driving serpentine-style between cones on the road, heeding instructor Bruce Reichel's warning to avoid what he calls "target fixation." "Look at where you want the car to go, not at what you want to avoid," he said. "Look at the gaps between the cones, not at the cones."

But the course quickly moves into maneuvers that, if tried by teenagers with the family car, could get them grounded for a month. It's training that comes complete with a liability waiver every student signs and an offer of motion sickness medication that many students accept.

Instructors push students to round a circular track—kept slippery by a sprinkler system—faster than their fathers ever would have allowed. When the car starts to lose traction, they slam on the brakes, spinning to a screeching halt.

"The challenge is getting enough control in the steering and figuring out which way and how much to turn the wheel," said Pat Fogerty, a class member en route to Bogota with his general services officer wife.

Keeping control is the theme of the course. "Your vehicle is just like a slingshot," Mr. Haas reminded the students. "You have to control that 3,200 pounds."

The class proceeded to a straightaway treated to be extra-slick to resemble "black ice." Students accelerated onto the slippery surface, maneuvering slalom-style

through a series of cones. Midway through the course, the instructor told them to stop.

David Salazar was among the students who struggled to avoid the cones and stay on the road as his vehicle skated across the surface.

"It's stressful, but fun," he said after finishing the course without downing a single cone. "The best lesson is that you can stop in a hurry if you have to if you keep focused," said Mr. Salazar, an economics officer whose career assignment officer suggested he take the course before his posting in Algiers.

"The biggest challenge is unlearning 15 years of bad habits," said John Buzbee, a Foreign Service officer preparing for his first assignment in Riyadh. "I'm learning that you can push a car pretty hard and still maintain control."

But what, instructor Matt Croke asked the class, about situations in which you *don't* have control? What do you do, for example, if a terrorist has set up a barricade—and the only thing between you and a potentially deadly fate is your vehicle and about 100 feet of roadway?

"Don't just sit there, because if you do, you're gonna die," said Mr. Croke. "The rule is simple. If you find yourself in a terrorist situation, you need to get out of there as fast as you can."

To ensure they know how to do that, students learn techniques like those used by stuntmen in Hollywood adventure films—"J-turns" and rams. J-turns are often the safest escape technique if the road behind the vehicle is clear, Mr. Croke said.



Jeff Rathke, a political officer assigned to Moscow, was among the first students to attempt the maneuver. He brought his vehicle to a complete stop, shifted into reverse and pushed the gas pedal to the floor, then violently turned the steering wheel into the open lane. With a screech, the vehicle made a 180-degree turn, and Mr. Rathke shifted into forward to continue his getaway.

"It's better than when you were a kid, doing 'donuts' in the parking lot!" he exclaimed after his successful maneuver. Turning serious, he added, "This is the sort of thing that you never want to have to do, but are glad to know that you can, just in case."

As effective as J-turns may be to avoid an incident, sometimes they aren't possible, Mr. Croke told the class, because the escape route is blocked by another vehicle—sometimes another terrorist. When there's no other method of escape, he said, drivers have no choice but to use their vehicle to knock the other car out of the way.

Melissa Arkley, a Foreign Service officer bound for Moscow, donned a helmet before setting out to ram a beat-up car used for the training. She slowed her vehicle—just as Mr. Croke said a terrorist would expect her to do—but when she neared the blockade, she hit the gas pedal and steered for the other vehicle's rear axle. During a dramatic crash that sent metal flying from Ms. Arkley's bumper, the blocking vehicle pivoted out of the way, and Ms. Arkley was able to proceed.

"It was so much fun that I want to do it again!" she said as she removed her helmet, passing it to her husband David, a member of the British Foreign Service also headed to Moscow.



From left, a student locks up his brakes. Another student dons a helmet for the ramming exercise. Students learn to ram a threatening vehicle out of their path. A vehicle skids on the "wet track."

The finale of the class was a simulated terrorist incident, in which students faced off against roadblocks and gun-wielding attackers in chase cars. Students swerved to avoid obstacles, did J-turns to escape captors and, when all else failed, rammed (this time the rams were simulated) blocking vehicles out of the way.

"We hope you never have to use some of the lessons you've learned today," Mr. Reichel told the class at the end of the exercise.

"But if you ever find yourself in a situation where you do, don't hesitate to use them," he concluded. "They may well save your life." ■

State Passes Y2K Readiness Test

Story and Photos

By Donna Miles

It was Sept. 9, 1999, a date annotated as "9999," the same series of numbers used in many computer programming languages to indicate the end of a file or record.

Some people had predicted that the date might trigger computer glitches, creating a mini version of events that might happen when the clock strikes midnight on Dec. 31.

Nobody within the Department expected any significant disruptions to State's operations on Sept. 9. But they did recognize the Sept. 9 milestone as a perfect opportunity for State to run the first worldwide test of its system for reporting Y2K-related incidents.

So beginning at 4 p.m. Washington, D.C., time on Wednesday, Sept. 8, the Department launched the same reporting procedures to be used when 1999 rolls over to 2000.

The staffs of every U.S. Embassy and the consulate in Vladivostok and about 100 Department employees in Washington, D.C., participated in the exercise. They were assigned to the newly formed Y2K working group, comprising of representatives from all geographic bureaus, most functional bureaus and the Operations Center. Others served in the Y2K

Information Center, State's centralized data collection point for Y2K status reports.

The millennium rollover will be far busier than the exercise, with the Y2K working group and the staffs at every embassy, consulate and other State facility taking part in operations that begin on Dec. 31 and continue through Jan. 4.

The only other difference between the actual rollover and the Sept. 9 test was that posts filed their initial

reports at noon rather than 1 a.m. local time. "We decided to test the process during the workday instead of requiring every embassy staff to get up in the middle of the night," explained Bob House, a computer specialist in State's Y2K Program Management Office.

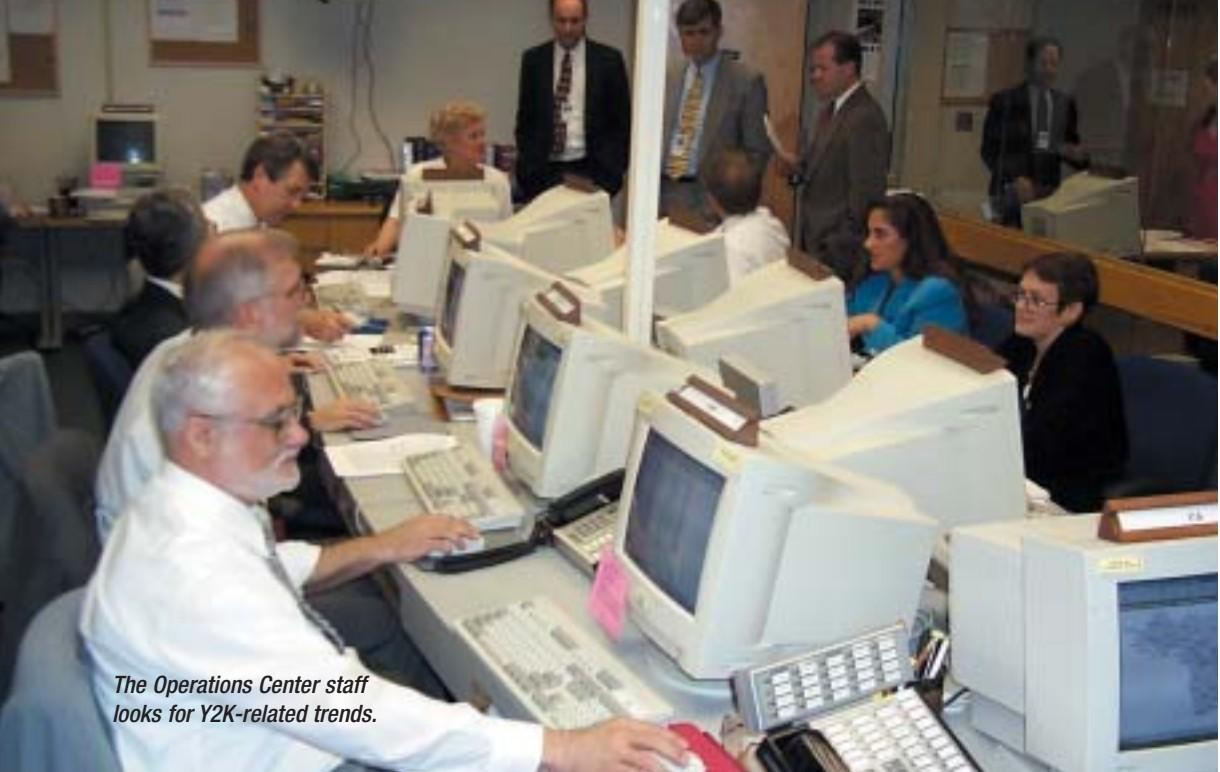
Four hours after the test began—at noon in Suva, Fiji; Majuro, Marshall Islands; and Wellington, New Zealand—the reports starting rolling in. Responding to a series of standardized survey questions, embassy country teams reported on the status of internal operations; American citizens in country; and the host country's energy, transportation, telecommunications, financial systems, water and wastewater, public and health care services. They also were asked to report on incidents of civil unrest.

The Operations Center used the posts' reports to produce a color-coded status display, with "green" symbolizing normal operations; "yellow," minor disruptions; and "red," major disruptions.

Majuro was the first post to report—receiving a "green" for every category except public services and health, which received "yellows" due to a non-Y2K-related local problem: labor strikes by police and firefighters.

Within the hour, Kolonia, Micronesia, and Vladivostok reported in. The largest volume of reports arrived between 5





The Operations Center staff looks for Y2K-related trends.

and 6 a.m. Washington, D.C., time—noon in many capitals throughout Europe and Africa. By 7 a.m., 86 posts had filed their status reports.

During the test, as for the actual rollover, posts were asked to cite only unusual situations. "For example, it isn't an issue if the power goes out for several hours if that's a typical situation in that country on most days," observed Dave Ames, deputy chief information officer for Y2K. "What we were looking for were deviations from the norm."

As expected, the Sept. 9 test revealed no date-related deviations, but it did show State planners where to fine-tune the questions posts are asked in order to avoid sending up misleading red flags.

That's what happened during the test when one post responded that its trains were not running—receiving a "red" rating at the Operations Center. The country, in fact, has no railroad system.

"If nothing else, we've learned that we need to reexamine our questions so we get the most correct information from posts on Dec. 31," said John O'Keefe, State's special representative for Y2K.

The test also helped identify shortcomings that need to be fixed before

the millennium rollover. One country, for example, reported that it had four days of food and water supplies stockpiled at post—earning a "yellow" rating. Department planners have encouraged all posts to have more substantial contingency supplies on hand by Dec. 31.

"The value of this is that we can easily identify what areas need to be bolstered to turn them to a 'green' status," said Mr. Ames.

"And," he continued, "the test also served as an educational process for our post reporters to help prepare them for the rollover." Arthur Freeman from the Y2K Office agreed that the test helped reporters look beyond their individual areas of specialization to see the "big picture" concerning their country's status.

During the actual 2000 rollover, country teams will file "weather-vane reports" to the Department at 1 a.m. local time, followed by detailed status reports at noon on succeeding days. The task force at the Operations Center will work directly with posts to coordinate the Department's response to Y2K-related incidents.

Under Secretary for Management Bonnie Cohen applauded what she called State's "extraordinary prog-

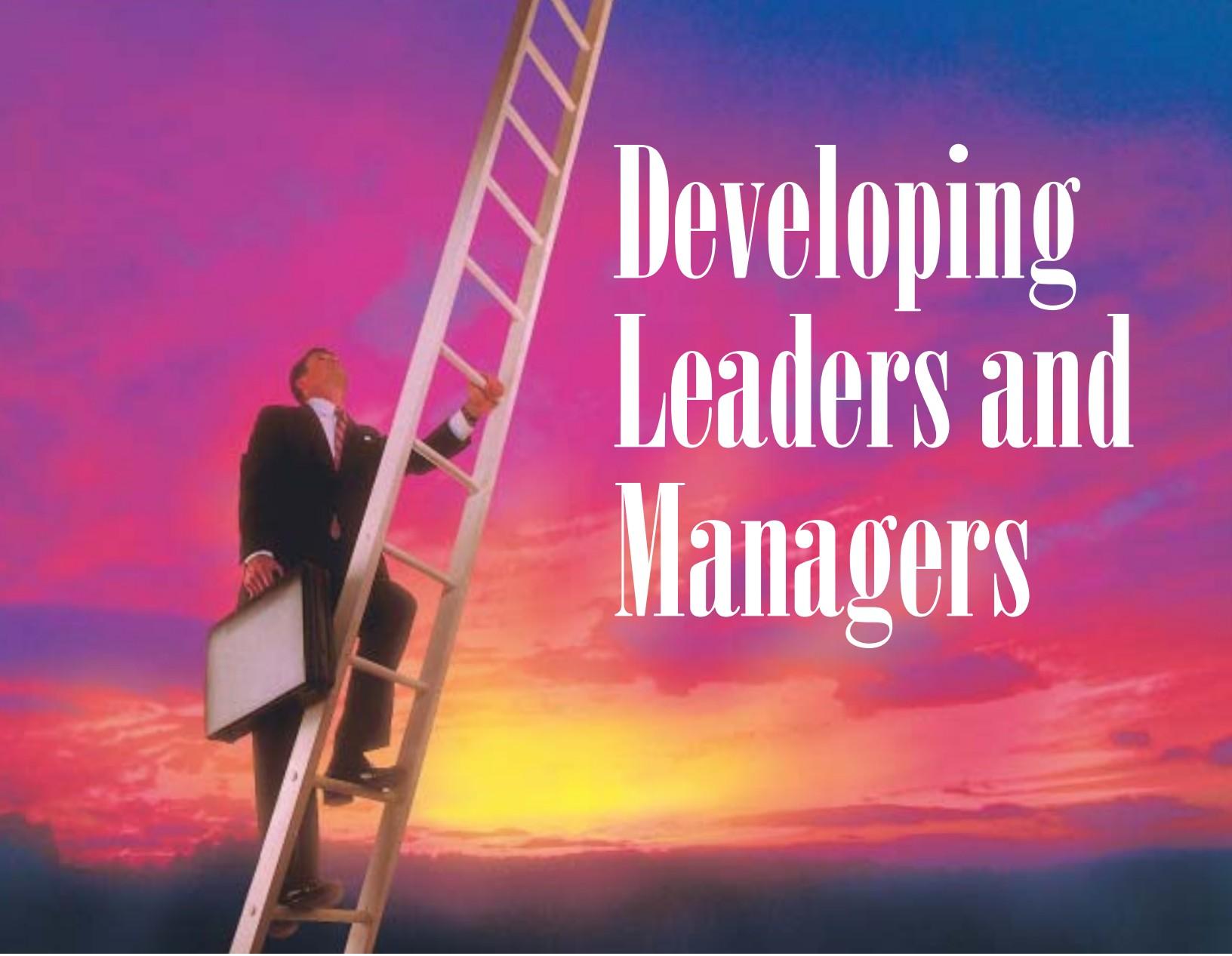
ress" in fixing its own systems and working with host countries to address their Y2K issues. All of State's 59 mission-critical computer systems have been repaired or replaced to become "Y2K compliant."

Similar fixes have been conducted throughout the United States and the world. The Department issued a public announcement worldwide last July, however, noting that not all governments and businesses are paying the same level of attention to the problem.

In testimony presented to Congress last summer, State's inspector general, Jacquelyn Williams-Bridgers, said the global community is likely to experience Y2K-related failures "in every sector, in every region and at every economic level." Failures could range from "mere annoyances, such as a malfunctioning credit card terminal," she reported, to situations in which there is "a clear risk that electricity, telecommunications and other key systems will fail, perhaps creating economic havoc and social unrest."

She acknowledged that some Y2K-related failures are inevitable, both in the United States and abroad. Efforts by State and international organizations, however, are expected to help minimize the impact of Y2K on the global community.

The Bureau of Consular Affairs began issuing revised Consular Information Sheets in September to include assessments of Y2K preparedness in 196 countries. The revised sheets, issued to help U.S. citizens considering international travel during the rollover period, will be updated as a country's Y2K status changes. The sheets are posted at <http://travel.state.gov>. ■



Developing Leaders and Managers

By William A. Weech

"I'm going to be a section chief in my next job. I've never been a manager before. How can I be sure that I'm ready?"

"I feel stuck at my current level. I'd like to get promoted to the next grade, but I don't know what I need to do to be competitive."

"I'm having a hard time with some aspects of my job. I'd like to get some training, but I'm not sure what kind of courses will give me the skills and information I need."

You've probably heard comments like these from colleagues. You might even have asked yourself how you can get ready for your next career step. Like most employees, you want to advance and perform with confidence and skill at the next level. But how do you get there?

The Foreign Service Institute's Leadership and Management Training Continuum is designed to answer these questions and more. A booklet describing this new training continuum is being distributed to all overseas posts and domestic offices. It outlines the competencies needed at each level of an employee's career: nonsupervisory, supervisory, managerial and executive. The booklet also lists which FSI courses address each of these competencies. The Leadership and Management Training Continuum is just the tool employees need to identify the appropriate courses for a particular point in their careers. Here are some examples of how the continuum booklet can be used:

- An employee new to supervision will find descriptions of 10 FSI courses targeted at new supervisors.
- Executives seeking to hone their skills will find descriptions of six FSI courses designed for the senior level, as well as descriptions of several external training opportunities specifically for senior executives.
- A Foreign Service employee wishing to improve her oral communication skills can use a course matrix to identify 16 FSI courses at a variety of career levels that address this particular promotion precept.
- A Civil Service employee wanting to develop competency in strategic thinking can use another course matrix to identify 15 FSI courses at several career levels that address this competency.

The Leadership and Management Training Continuum allows employees to identify at which career level each training course is targeted, which Foreign Service promotion precepts each course addresses and which Civil Service competencies each course covers.

How did FSI develop this training continuum? Department folklore suggests that the skills required for management in the Civil Service and Foreign Service are vastly different. To test this idea, FSI reviewed more than 25 years of research on federal managers. Comparing the Office of Personnel Management studies of Civil Service managers with several Foreign Service job analyses, FSI found that the competencies required by Civil Service and Foreign Service managers overlap to an extraordinary degree.

For example, all foreign affairs managers need skills in areas such as interpersonal relations, oral and written communication, building and working with teams and human resource management. The only significant differences between Foreign Service and Civil Service managerial job requirements are in the areas of foreign language skills and cultural awareness. With the increasing diversity of the American workforce, even these differences are likely to diminish. Combining the OPM research with the Department's job analyses, FSI designed the training continuum to meet the documented needs of all Department managers at specific career levels.

What does the Leadership and Management Training Continuum mean for you? Recently the Bureau of Personnel announced its Leadership Competencies Development Initiative. The leadership competency development model demonstrates that competencies can be developed through rotational assignments, self-directed learning, professional activities and formal training. FSI's Leadership and Management Training Continuum describes how employees can use formal training to master the competency requirements of their current

jobs and prepare themselves for the next level. Civil Service employees should refer to this tool when they prepare their annual individual development plans. Foreign Service employees should use the continuum when they talk to their career development officers about preparing for their onward assignments. All employees can refer to the continuum to help prepare their plans for career advancement within the Department.

Developing as a leader or manager does not start when you accept a position with a particular job title, nor does it stop when you achieve a certain grade level. Instead, research has shown that successful leaders and managers seek to improve their skills throughout their careers. This applies whether they are managing their own time and responsibilities, supervising one or two employees or leading an entire office or mission. It is no coincidence that the Civil Service competencies and Foreign Service promotion

precepts both include self-development as a key requirement. (The Civil Service calls it "continual learning," while the Foreign Service refers to it as "active learning.") FSI offers the Leadership and Management Training Continuum as a developmental tool for foreign affairs professionals seeking to enhance their effectiveness and advance their careers.

If you have not yet seen the Leadership and Management Training Continuum booklet, ask your bureau training officer or post personnel or administrative officer for a copy. More information on FSI programs is also available from the FSI registrar at (703) 302-7144 and on the Department's Open Net at <http://99.4.241.2>. ■

The author is an instructor in FSI's School of Professional and Area Studies.

Update

To date more than 670 Civil Service employees have signed up to participate in the Leadership Competencies Development Initiative. In addition, surveys were sent in early September to all Civil Service employees outside the Washington, D.C., area inviting them to participate in the initiative, so additional enrollments are expected.

Eldercare

Dealing With Aging Parents

By Sydnee Tyson

Many people in the room nodded when the speaker explained that he was feeling guilty. His sister, who lived 70 miles from their mother's home, carried most of the burden of caring for her. It cost a lot to fly 1,000 miles for a visit, he told the group, so he mostly "wrote checks" as his contribution toward his aging mother's well-being. What could he do to help make this family situation more fair?

Another woman spoke of her frustration that her elderly mother was refusing the help with laundry and meals that she had arranged. How, she wanted to know, do you get parents who need assistance to accept it?

More than 40 Civil Service and Foreign Service employees attended State's first eldercare lunchtime seminar. It launched a new series of informational programs called "Caring for Your Aging Parents" being offered by the Office of Employee Relations. Nancy Fiedelman, a social worker who helps families plan and implement care programs for aging parents in the Washington, D.C., area, spoke on the choices in living options available to the elderly who can no longer live independently. Her audience was looking for good current information on assisted care and housing options for the elderly and for resources, expert advice and reassurance.

State employees, like all Americans, are realizing a new fact of life: America, along with the rest of the world, is



Caring for elderly family members can be challenging for Foreign Service families.

undergoing what has been called "the longevity revolution." Some experts have called this global increase in life expectancy one of the greatest achievements of the 20th century. Diane Justice, deputy assistant secretary of the Administration on Aging, said that it took from the Bronze Age to about 1900 for human beings to see an increase in longevity of 27 years. Yet in this century alone, another 27 years have been added to average life spans worldwide. More than 35 million Americans are over age 65, and 25 million are over 80.

The federal workforce reflects this graying trend. Office of Personnel Management Director Janice R. Lachance reported at an April 1999 seminar commemorating the United Nations' "International Year of Older Persons" that the average age of federal employees' parents is 80.

Eldercare Resources at State

- ◆ Eldercare Coordinator: Sydnee Tyson, Work and Family Programs, Office of Employee Relations, (202) 261-8176
- ◆ Eldercare Support Group: Anne Weiss, director, Employee Consultation Service, (202) 663-1815
- ◆ Family Liaison Office: Ginny Boncy, support services officer, (202) 647-1076

State has recognized that it cannot afford to ignore the issues of aging and its impact on the workforce. Its employees are part of the "sandwich generation," the first generation that may spend more years caring for aging parents than raising children, and may be doing both at the same time.

Traditionally, the responsibility of caring for aging family members has fallen to women, who used to be mainly at home but are now mainly in the workforce. This dynamic means that more men than ever before are facing the demands and challenges of providing care to aging parents and other relatives.

Unlike childcare needs, eldercare crises are unpredictable, and solutions are complex. Many family members need to agree when a parent's health begins to fail. For State employees assigned abroad, caregiving can be exceptionally long-distance and access to information about community resources problematic.

In addition to providing care to the older generation, State employees are also interested in planning ahead for their own longevity. The good news is that by 2030 there will be 70 million Americans over age 65 (twice as many as today). In addition, recent years have seen a decline in disability among elderly Americans and Europeans—causing us to think differently about the future.

Active aging demands that we plan to live 25 or more years longer than most financial planners expected a generation ago. The baby boomer generation has fewer children. That fact and the greater mobility in American society in general also mean there will be fewer caregivers available for us when the time comes, and they may live farther away. People need to learn how to ensure financial security and continuing good health in this changed world.

The State employees who came to hear Ms. Fiedelman are part of this longevity revolution. Struggling with

long-distance caregiving challenges and facing intergenerational communication problems, they wanted to learn about new approaches and community resources.

At the lunchtime seminar held last July, Ms. Fiedelman confirmed that the burden of caregiving among siblings cannot always be shared equally. But Ms. Fiedelman said that by ensuring good, regular communication, assigning tasks, making good use of infrequent visits and looking for community resources to help support the sibling who lives closer, it's possible to lighten the primary caregiver's load.

Responding to the question about communicating with parents who seem to deny their growing needs, Ms. Fiedelman suggested asking a neutral third party, such as a health care professional or geriatric care manager, to get involved. She said this approach can help diffuse the emotions of family dynamics and can lead to parents' more readily accepting their children's help.

Ms. Fiedelman outlined three typical situations to identify when a parent may no longer be able to live independently: when there is a serious health breakdown; when a parent's spouse dies; and when the family caregiver lives too far away to offer daily assistance.

She cautioned that the first solution that occurs to many—to move parents closer—is not a panacea. In many cases, such a move can be emotionally devastating, bringing decline and not the hoped-for support. Ms. Fiedelman recommended that children first get help in assessing the health and other needs of the frail parent, turning to eldercare resources in the parent's own community. It may be better to have services that enable parents to stay where they are, in a familiar place. ■

The author is the eldercare coordinator in the Office of Employee Relations.

For More Information

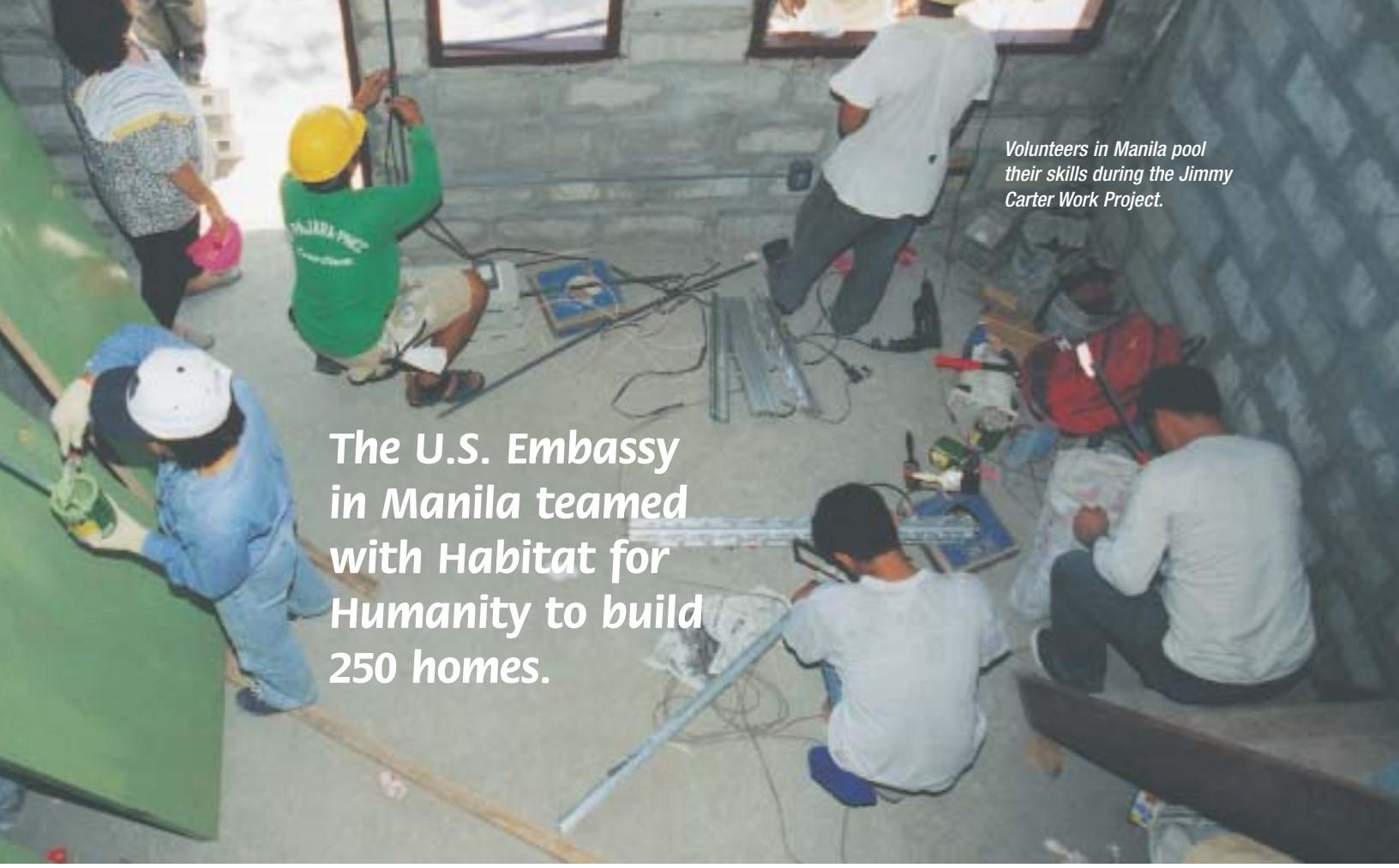
Employees can take advantage of an opportunity on Nov. 17 to meet directly with service providers from across the Washington, D.C., metropolitan area at the next eldercare fair, "Because You Care: Caring for Your Aging Parents" in the Exhibits Hall at Main State.

In addition, the Employee Consultation Service offers an eldercare support group that meets every Tuesday and continually welcomes newcomers.

Employees who serve overseas can request a copy of the Family Liaison Office's "Caring for Elderly Parents," a paper that includes advice on long-distance caregiving and resources. While there is no official post-specific information available for geriatric health care, posts with a Community Liaison Office coordinator may be able to provide general information on local health facilities.

An Eldercare Locator is available to provide references to eldercare community resources across the United States. Call (800) 677-1116. Employees calling from overseas posts may dial (301) 419-7895 and ask for Barbara Dalgewicz or for the Eldercare Locator.





Volunteers in Manila pool their skills during the Jimmy Carter Work Project.

The U.S. Embassy in Manila teamed with Habitat for Humanity to build 250 homes.

By Michael Sullivan

Every year, Habitat for Humanity launches a Jimmy Carter Work Project. During this period, the former President and his wife Rosalynn donate a week of their time to work alongside volunteers from around the world to build low-cost housing for the poor.

The Philippines hosted the 1999 Jimmy Carter work project last spring, the fourth international Habitat for Humanity project. This year's project was the biggest so far and the first ever in the Asia-Pacific region. Volunteers from throughout Asia and the United States converged on six sites in the Philippines and built 250 houses for Filipinos in the lowest 30 percent of the economic strata.

From the first announcement of former President Carter's visit in 1998, the U.S. Embassy in Manila was determined to seize this opportunity to promote the uniquely American attributes of volunteerism and community activism. The visit meshed perfectly with Ambassador Thomas Hubbard's collaboration with nontraditional resources such as U.S.-based nongovernmental organizations to further American interests in the Philippines. The ambassador and his wife Joan recognized the Habitat project as an ideal opportunity to get the embassy involved in

a worthwhile project while supporting the visit of a former President to a country with long-standing, but sometimes troublesome, ties to the United States.

Ambassador Hubbard donated the proceeds from his annual charity golf tournament—approximately \$6,000—to Habitat for the embassy to sponsor the construction of two houses. From November 1998 through last March, the embassy fielded volunteers on several Saturdays to work on site preparation and "practice builds" on numerous houses. In early February, embassy personnel participated in a "blitz build," which ended five days later in the dedication of a 25-square-meter dwelling for a previously homeless Filipino family.

Activities reached a fever pitch with the arrival of President Carter and his family. The embassy fielded enough volunteers—an average of 30 per day—to complete not just the embassy-sponsored house, but also three others. In all, the embassy in Manila sent more than 250 volunteers on 15 separate occasions to work on 12 different houses. In addition to volunteers, the embassy also provided extensive logistical support for the former President and his staff.

The beneficiaries, however, were not just the recipients of Habitat houses. Embassy personnel discovered their

Continued on page 28

Habitat for

By Kathleen Tobin Krueger

An ambassador's wife experiences the rewards of working with the embassy community to support Habitat for Humanity in Gaborone.

It was dawn when the caravan of Americans in four-wheel-drive vehicles left Gaborone and drove toward the remote village of Gasita. Joining together to help Habitat for Humanity Botswana make bricks, dig latrines and construct homes were people of all ages from the U.S. Embassy, the U.S. Agency for International Development, the Centers for Disease Control and Prevention, the Harvard AIDS Institute, the U.S. Marine Corps, and Fulbright and Christian missions in Botswana.

After an hour-and-a-half's drive on a paved road through the hilly, dry landscape of rural southern Botswana, past herds of goats and donkeys and thatched-roof huts, we turned onto a dirt-and-sand road and proceeded farther into the bush. For another hour we bounced



Local children pose beside a typical village house.



A woman watches progress on the house.

along the rough road through vast expanses of underdeveloped landscape, dotted with thorn trees and the occasional village where bright-eyed and barefoot children ran along beside us smiling and waving as we passed.

This was the Botswana so many of us have come to love, where the vibrancy of the culture and the allure of the remoteness draws us back again and again.

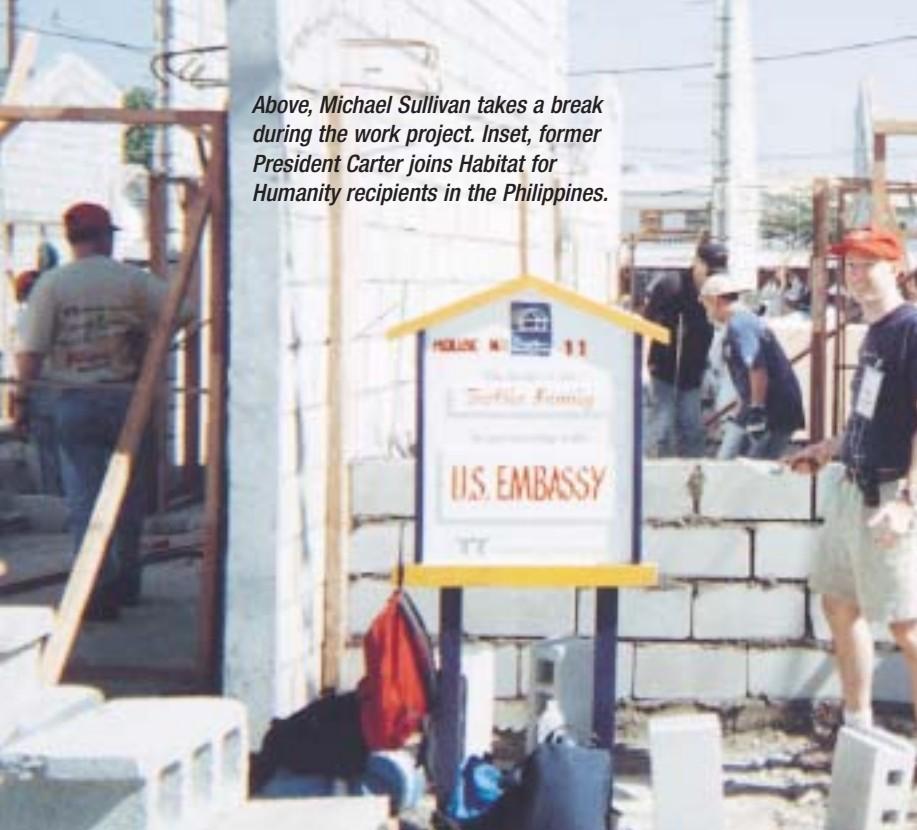
This time we were not on a journey to see the incredible wildlife for which Botswana is famous. Instead, we joined together with members of the Gasita community in the common goal of providing safe and decent housing for some of Botswana's most remote inhabitants. It was an effort that produced sore backs, sunburned faces, blistered hands and the fulfillment of knowing that we were making a contribution to those in need.

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Humanity

A Place Called Home

Above, Michael Sullivan takes a break during the work project. Inset, former President Carter joins Habitat for Humanity recipients in the Philippines.



The Quilts



Displaying their quilts are, from left, Barbara Huff, Jean Watkins, Galina Myev, Heather Guimond, Joyce Namde, Caryl Courtney, Jane Burt-Lyon, Roberta Geibler and Virginia Parker.

Not everyone felt physically up to the task of volunteering on the Habitat work sites, but all shared the desire to contribute to this extraordinary event. Inspired by a day spent volunteering at a Habitat construction site, Heather Guimond, political officer at the embassy, organized a group of women to create uniquely American handicrafts to present to the families who were recipients of embassy-sponsored homes. Twelve women pieced blocks, assembled quilt tops, basted the layers together and made two quilts for the new homeowners. The result of their labor of love helped welcome the new families into their new communities.

Manila, continued from page 26

hidden talents for plumbing and electrical wiring. More important, Foreign Service Nationals, Foreign Service members, spouses and children interacted in a nontraditional way, working together to accomplish the Habitat goals. For many people this was their first volunteer experience but hopefully not their last.

President Carter remarked that this was the first instance he had witnessed of a U.S. Embassy systematically participating in a Jimmy Carter Work Project. The Philippine government was so impressed by Habitat's work that President Joseph E. Estrada hosted a dinner honoring President Carter and Habitat for Humanity. The normally fractious Philippine press gave resoundingly positive coverage of Habitat's work and the U.S. Embassy's participation.

But the most important result of this enormous outpouring of volunteerism was the fact that 250 families who never before had decent, affordable housing now have a place to call home. ■

The author is the staff aide to Ambassador Thomas Hubbard and the embassy's Habitat coordinator.



Clockwise, from above, villagers help make bricks for the house. A local woman kneads bread to be cooked over an open fire. Kathleen Krueger, wife of Ambassador Robert Krueger, pushes a wheelbarrow.



Gaborone, continued from page 27

After a hard day's work, we drove a little farther into the bush and established camp. As we cooked our meals over an open fire, nightfall came and with it, the pitch darkness one experiences only in remote locations far from artificial lights. A profusion of stars lit up the black African sky, and jackals howled in the distance. As we settled into our tents, seeking rest before the next day's work in the village, we felt that special kind of tiredness that comes from a day well spent.

In Genesis 12:2 it is written, "I will bless you... so that you will be a blessing." As Americans, blessed by our heritage, yet privileged to live for a time in a special corner of Africa, we hoped to be a blessing to those in need.

Yet, through the simple act of helping to build a house, it was we who received a blessing. And with it, we received a greater understanding of the pure and honorable goal of Habitat for Humanity that every person should have a place to call home. ■

The author is the wife of the ambassador to Botswana.

WAEs to the Rescue

These part-time retirees stay up-to-date on the issues while helping the Department through "crunch" periods.

By Donna Miles

David Pierce likes a challenge. Throughout his Foreign Service career, he often found himself involved in crisis management, thriving on the adrenaline rush he got from tackling pressing issues head on.

So when Mr. Pierce retired last year as the principal officer in Cape Town, he wasn't quite ready to put problem solving behind him, or to completely sever ties with the Department after 25 years' service.

He found the perfect compromise between full-time Foreign Service work and retirement. Mr. Pierce is a WAE—State's acronym for part-time, interim, temporary em-

ployees who are paid only "While Actually Employed."

As a WAE for the Bureau of African Affairs, Mr. Pierce is helping U.S. posts in Africa prepare for Y2K—computer problems associated with the year 2000. "It's interesting work that keeps me involved in the issues," he said. "Plus, it's a way I can use my experience to continue making a contribution to the bureau."

WAEs are retired Foreign Service members who work for the Department, sometimes a week here or there, sometimes several months straight and sometimes half days throughout the year. By law, WAEs are limited to working 1,040 hours—about six months—during a one-year appointment.

Their WAE salaries are capped, too, and they can earn no more than the difference between their annual annu-

ity income and the annual salary they earned when they retired. WAEs accrue no annual or sick leave, but they do earn Social Security credits during their assignments.

Although Civil Service retirees are welcomed into the program, Office of Personnel Management rules require that any salary retirees would earn as a WAE be subtracted from their Civil Service annuity income. So only Foreign Service retirees currently participate in the program, with assignments throughout the Department's regional and functional bureaus.

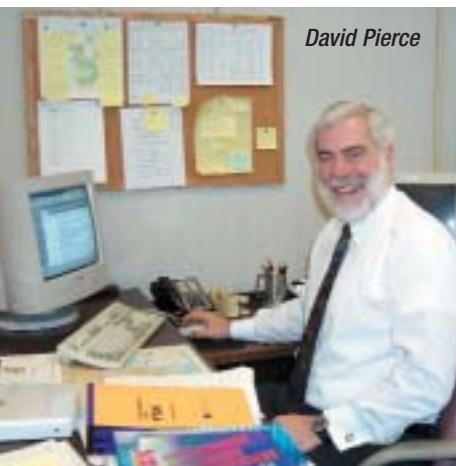
Each bureau manages its own WAE program and makes its own WAE selections and assignments, although occasionally WAEs are offered jobs outside their "home" bureaus.

Elizabeth Deckelman, for example, a WAE for the Bureau of East Asian and Pacific Affairs, has also worked for the Bureaus of European Affairs and Information Resource Management. She said the wide range of assignments she receives always keeps her coming back for more.

"The work is always interesting and varied, and I never know where I will be working on a given day," said the retired office management specialist, who said she has jockeyed as many as four different country desks on a given day. "It makes answering the phone a bit of a challenge," she said with a smile. "Recently I answered the phone, 'Caribbean Affairs.' I don't know who was more surprised—the caller or me!"

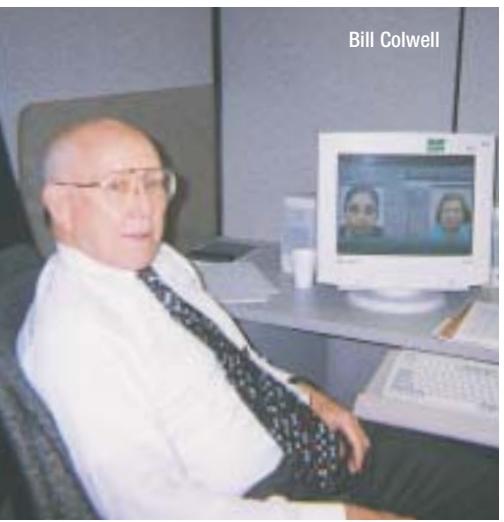
Officials throughout the Department call the WAE program a godsend that gets bureaus and posts through personnel shortages and mounting requirements.

"We simply would not be able to exist without it," said Jane Tannenbaum, a management analyst who runs the program for the Bureau of Consular Affairs. She calls on WAEs regularly to help with what she described as "an explosion in the number of posts requesting temporary



duty assistance" during crunch periods. Last year alone, the bureau dispatched WAEs to 22 countries representing every regional bureau.

Bill Colwell



month-long assignment in Havana, where he worked on the visa line during a high-volume period. Now, at age 73, he's working half days in the Visa Office on border crossing program issues.

"It's terrific," he said of the program. "I like working and meeting a lot of people. Plus, it's a great way to make a little extra money."

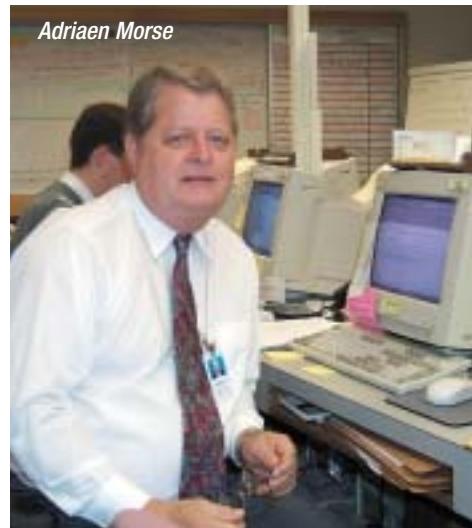
Patrice Walker, a program analyst who manages about 45 WAEs in the Bureau of African Affairs, said WAEs bring a wealth of Foreign Service experience to an assignment. "They're already trained and know the area and the work," she said. "They jump right in where they're needed, and most tell you that they're glad to be able to help."

Adriaen Morse, who retired in 1989 as deputy director of the Operations Center at Main State, recently returned to familiar territory as a WAE on the Kosovo Task Force.

He worked closely with staff representatives of the Bureaus of European Affairs; Population, Refugees and Migration; Political and Military Affairs; and Consular Affairs and the former U.S. Information Agency to sift through the myriad messages and cables that poured into the Operations Center during the crisis.

"It's fun to come back and to work with events as they unfold," he said. "It keeps you involved in the issues."

Adriaen Morse



Among the Consular Affairs bureau's WAEs is Bill Colwell, who retired in 1991 with 30 years of Foreign Service experience under his belt. He said his first WAE job for the bureau, working on issues involved in the hostage relief program, "got me hooked" on the WAE program. Since then, he's accepted other WAE jobs in Washington, D.C., and a

Ms. Walker said the versatility and flexibility of WAEs is a huge boost to the Department. "They're not afraid to touch new technology, and they're not afraid to travel and work independently," she said.

Gary Marvin, for example, has conducted 27 business trips to 13 countries as a WAE since he retired from the Bureau of Diplomatic Security in 1993. He serves as a regional security officer at critical threat posts during assignment gaps or when an assigned RSO goes on rest and recuperation leave.

Lenore Josephson, too, has done extensive temporary duty, most of it for the Bureau of African Affairs, since her mandatory retirement in 1991. After settling in Cape Town, she accepted WAE assignments in South Africa, Malawi, Namibia, Gabon, Swaziland, Lesotho and Tanzania.

Just as during her Foreign Service career, she never turns down a WAE assignment she's offered—no matter where it is. "You have to be willing to take the bitter with the sweet," she said. Plus, she admits that, at age 73, she's thrilled that she still gets called in to work. "The powers that be must think enough of my ability to do the job," she said.

Mr. Marvin, too, said he rarely turns down an assignment when he's called—even though he said he'd like to spend more time at home on his ranch in Idaho. "Ideally, I'd like to work about three months out of the year, but it always turns out to be closer to six months," he said. "It would be really hard to get a call and say, 'No, I'm not coming,' when I know there's a real need out there."

But WAEs are not expected to accept every assignment they're offered, Ms. Tannenbaum said. "I recognize that people can't always drop everything and go anywhere. They have their own lives, too," she said. "So I work with them to come up with assignments that fit their schedules as well as the bureau's needs."

Bridget Burkart, who retired three years ago as a consular officer, calls the opportunity to travel a major perk of the WAE program. Her husband, retired Foreign Service officer James Burkart, accompanies her at his own expense wherever she serves—twice to Sofia, once to Nairobi and most recently to Georgetown, Guyana, a two-month assignment she accepted simply because she'd never been to South America.

"I love the program because it offers so much flexibility," she said. "It's given me wonderful opportunities and the chance to see something new—a great way for someone who's as hyperactive as me to ease into retirement." ■

Bridget Burkart



Consular Affairs Introduces 'Best Practices'

Roberto Vazquez, deputy Foreign Service National supervisor in Ciudad Juarez, enrolls a family for their replacement border crossing cards, known as "laser" visas. The visas feature a photograph of the bearer and a biometric indicator, or fingerprint.





Above, employees of the Telscape call center respond to requests for information and schedule interview dates for visa applicants in Mexico City. Below, a consular employee in Bogota scans a bar code containing biographic data of a nonimmigrant visa applicant. The data were entered at the bank where the visa fees were collected.

By Toni Marwitz

The "best practices" initiatives undertaken by the Bureau of Consular Affairs are improving consular operations on a daily basis.

Through fundamental management changes, consular managers can now meet their customers' expectations and make the most of available resources—while projecting a positive image of the Department worldwide.

Long lines are rapidly becoming a thing of the past for visa applicants, who used to camp out to guarantee their places in line the following day. Appointment systems and the use of courier services to return passports have reduced these lines, enhanced security and improved customer satisfaction.

Collecting visa fees at commercial banks or post offices offers visa applicants the convenience of making payments at a collection point near home and reduces the average wait to pay the visa fee. With applicants spending less time on the embassy or consulate compound, security and crowd control concerns are diminished.

Electronic queuing, information signs and touch-screen information kiosks have produced a more relaxed atmosphere in consular waiting rooms. Message boards continuously scroll through general information concerning consular services, and information kiosks in waiting areas allow visa applicants to learn more about processing procedures.





Above, a successful visa applicant in Guadalajara receives her passport from the consulate's contract courier service. Below, reviewing data transmitted electronically from Santo Domingo's immigrant visa call center are, from left, Vice Consul Bill Swaney and Foreign Service Nationals Marieta Rincon and Marianela Pena.

In addition, training programs that focus on listening skills, effective communication and time management have improved the quality of service the staff provides. These techniques help to defuse tensions and reduce stress while providing better customer service.

Professional call centers that provide consular information have also improved customer service at no cost to the government. Incoming calls on visa cases no longer overwhelm switchboards, and individual callers receive the information they require. Although they pay a fee for the service, their calls are processed quickly and efficiently, with minimal disruption to their routines.

These are but a few of the "best practices" that consular managers worldwide have initiated to achieve the balance between better service to the public and an improved work environment. Not yet content with these management improvements, however, the Bureau of Consular Affairs continues to seek ways to encourage other innovative approaches in the field and to reward the pioneers in these efforts.

The author is the former best practices coordinator in the Bureau of Consular Affairs.



A Hostage's Release



Joining Herbert Gregg, third from left, following his release are, from left, Kelly Adams-Smith, Jim Murphy, Laura Clerici, Phil Cantrell and Jim Treacy.

Photo by Laura Clerici

By Laura A. Clerici and Kelly Adams-Smith

You hear about kidnappings and all the ordeals associated with them—from the demands for ransom to the threats of violence against the victims and their families.

In a recent kidnapping case, the U.S. Embassy in Moscow was fortunate to have escaped the worst of these trials and to see the victim and family happily reunited.

Last June 29, U.S. citizen Herbert Gregg was released from a nearly eight-month captivity, thanks to a complicated operation headed by the Russian Ministry of Interior. Mr. Gregg, a missionary who had been teaching in Dagestan before his abduction, had been held there and in Chechnya by a group of Chechen kidnappers.

While the Russian police were ultimately responsible for Mr. Gregg's release, the U.S. Mission in Russia also played a crucial role by keeping the kidnapping alive in the minds of its government counterparts. Ambassador James Collins had directed the mission to work together as a team under a single coordinator, Consul General Laura Clerici. The staff kept the ambassador briefed so he was able to use every opportunity to keep the issue on the list of priority bilateral issues with the Russian government. The regional security officer, Jim Murphy; the assistant legal attaché, Jim Treacy; and the American citizen services chief, Kelly Adams-Smith, coordinated contact with the police and with Mr. Gregg's colleagues at the Evangelical Alliance Mission.

Back in Washington, D.C., Bill Daniels and his colleagues in the Bureau of Consular Affairs' Office of Overseas Citizen Services maintained close contact with the mission and with Linda Gregg, the victim's wife. The FBI's Critical Incident Response Group combined its efforts with those of

police from the Russian Ministry of Internal Affairs' Organized Crime Unit in investigating the kidnapping.

But the embassy's role in the case did not end upon Mr. Gregg's long-anticipated release. Instead, the embassy community similarly pulled together to make his transition to freedom as smooth as possible.

Embassy medical personnel examined his hand because a video on the evening news had shown the kidnappers cutting off Mr. Gregg's right index finger in a \$3 million ransom demand. No ransom was ever paid, and following his release, Mr. Gregg underwent major reconstructive surgery on his hand in the United States.

On the embassy compound, the wife of the assistant legal attaché gave Mr. Gregg a haircut and shave, and the embassy's Marine detachment donated clothing and shoes to Mr. Gregg, a former Marine. Meanwhile, U.S. Information Service representatives fielded media inquiries about the case.

After a press conference with Ambassador Collins and Russian Minister of Internal Affairs Vladimir Rushailo at the airport in Moscow, Mr. Gregg spent a peaceful night in the consul general's home on the embassy compound.

Early the next day, Russian police and representatives of the legal attaché and regional security offices debriefed Mr. Gregg on his ordeal before his flight to London. There, the consular section staff met him at Heathrow International Airport, where he was reunited with his family and escorted to a hotel.

Before returning home to Arizona a few weeks later, the Greggs attended the embassy's 4th of July party, during which Mr. Gregg was reported to have feasted on five hamburgers and "tons" of other food.

Both authors are posted in Moscow.

The Moveable Embassy

Harare is an embassy on the move—literally.

By Mary Jo Furgal

U.S. Ambassador to Zimbabwe Tom McDonald and 25 of his embassy employees recently traveled to the country's second-largest city, Bulawayo, to highlight the mission's tasks and responsibilities to a population center that contributes 25 percent of Zimbabwe's gross domestic product.

The staff established a veritable "satellite embassy" in Bulawayo, offering a variety of services, information and personal and government-to-government contact. For three days, it was impossible to read a newspaper or watch television without learning about what the U.S. Embassy was doing that day in Bulawayo.

Participants included Deputy Chief of Mission Earl Irving; the chiefs of the political, economic/commercial and consular sections; the Peace Corps director; the assistant public affairs officer; representatives of other sections and agencies; and Foreign Service Nationals.

Their program of activities was hailed by city and regional leaders as the first of its kind and will likely be imitated by staffs at other major embassies in Harare. The municipality rolled out the proverbial red carpet at a reception in City Hall on the first evening. Civic and business leaders abounded, eager to meet and make contact with embassy personnel. For some of the staff, this was their first opportunity to see the city, located in the southwest of the country—an area favored by the legendary Cecil John Rhodes, after whom Rhodesia was named in colonial times.

The morning of the second day of the visit featured the ambassador's interview on Zimbabwe Broadcasting Corp. television for later nationwide broadcast. Calls on the governor of the province with members of the City Council and at the office of the leading newspaper followed in rapid succession. No embassy business was neglected during the visit. The ambassador spoke at a luncheon hosted by the Confederation of Zimbabwe Industries, the leading business organization in country; visited a U.S. Agency for International Development-funded low-income housing project; addressed a group of U.S. citizens

convened by the consular section; and met with the vice chancellor of the National University of Science and Technology, where a U.S. Fulbright professor teaches international business.

In addition to hosting a reception for government, civic and business leaders at the Natural History Museum, the ambassador attended a Rotary Club luncheon, toured a pioneering incubator project and visited an innovative business linkages program managed with the assistance of a Peace Corps volunteer.

The senior embassy staff conducted side meetings with local officials, civic society leaders and business heads, and the public diplomacy staff conducted a student advising session for eager applicants.

The goodwill and solid accomplishments brought about by the meeting are expected to pay dividends for years to come. Friends were made and contacts solidified to benefit both countries.

Follow-up visits to Bulawayo have already been made, and planning is under way for a similar trip to Zimbabwe's third-largest city, Mutare. ■

The author is the assistant public affairs officer in Harare.



Visiting a U.S. Agency for International Development housing project are, from left, Mike Noubiwa, town clerk; Theresa Hebron, consular officer; Sally Collier, Peace Corps director; Ambassador Tom McDonald; and I. Magagula, local housing director.

Water, Water Everywhere

By Claire S. Huson

Americans' anxiety about the safety of drinking tap water appears to be on the rise. A recent USA Today/CNN/Gallup poll found that 47 percent of respondents won't drink straight tap water. While in some areas of the world it is widely acknowledged that the water is not potable, the U.S. drinking water supply is very safe. Yet people may still worry, because even the United States has experienced outbreaks of waterborne disease.

Microbiological water contaminants can cause almost immediate ill health effects—diarrhea, nausea, cramps and even death—among a large percentage of the population consuming the water. Although water can never be made completely sterile, these organisms can be eliminated with extreme heat, filtration or chlorination.

Also of concern are contaminants such as lead and nitrates that can cause health problems, particularly in small children. Testing may rule out or confirm a lead hazard, but since nitrate levels can fluctuate dramatically with agricultural runoff or sewage contamination, repeat testing may be necessary. Filters designed specifically for these contaminants can eliminate the health hazard.

Few other water contaminants can cause acute health problems except massive contaminations, and in such cases, the water would typically be unacceptable because of odor, taste or color. Long-term consumption of water containing concentrations above Environmental Protection Agency standards is the primary concern.

Consumers who find tap water unacceptable for consumption often purchase bottled water. The demand for bottled water stateside has increased steadily. In 1998, International Bottled Water Association figures showed a per capita consumption of about 14 gallons of bottled water—almost double what it was in 1988.

But bottled water is only as good as its source, and according to the Natural Resources Defense Council, municipal treatment plants are the source of more than 25 percent of bottled waters in this country. The National Sanitation Foundation identifies bottled water that complies with EPA drinking water standards. In the absence of NSF-certified bottled water, look for international brands, which must meet FDA standards to be sold in the United

*But is it safe
to drink?*



States, or a brand used by reputable airlines. (The last thing an airline wants is a plane full of passengers suffering from diarrhea.)

Overseas, some post health units test local bottled water periodically for bacteria. The results have been reassuring at some posts and scary at others.

For other than short-term use, bottled water can be expensive. A point-of-use treatment device, or POU, to complement or replace bottled water is frequently a wise investment. POUs are widely chosen by general service officers at overseas posts, particularly for residences.

To know whether a POU is suitable, you need to first identify the problems with the drinking water to be corrected. Is it microbiologically unsafe? Are bacteria, protozoans or viruses present? Is lead being introduced by the faucet or old plumbing solder? Or does the chlorine odor simply irritate you?

POUs typically employ one or more treatment techniques, including microfiltration, distillation, reverse osmosis, carbon absorption filtration, iodine resin or ultraviolet radiation. Distillation and reverse osmosis are both very thorough treatments, while the other types of treatment may be adequate for certain needs.

Distillers are very popular at overseas posts because of their thoroughness, simplicity and relatively low maintenance. Where water is microbiologically safe, however, some of the pour-through pitchers sold in grocery stores are very practical and effective at removing lead and improving taste. Microfiltration can eliminate sediment, bacteria and cysts, but tiny viruses remain. Ultraviolet radiation can kill bacteria but not cysts. All POUs require maintenance to ensure good-quality drinking water.

Safe drinking water is essential for life, but the issue of water safety is complex, and there are many ways to make water potable. Within the United States, the EPA enforces drinking water standards. Overseas, the post decides how it will ensure that post families and employees have safe drinking water. The Office of Safety/Health and Environmental Management provides technical assistance upon request. ■

The author is an industrial hygienist with the Office of Safety/Health and Environmental Management.

People Like You

Tennis, Anyone?

She started taking lessons about 10 years ago when her Foreign Service husband was posted to Sri Lanka and hasn't put her racket down since. Susan Browning, now publications coordinator for State's Family Liaison Office, discovered her competitive streak during a later posting to Tanzania, and now competes with a Washington, D.C.-based U.S. Tennis Association team that last year made it to the nationals. Ms. Browning said she loves the strategy of tennis, which she described as "a giant chess game on the tennis court," and the new challenges it presents with each and every game. "I love the pageantry, the uniforms and the audience cheering," she said. "This may sound corny, but it makes my heart beat faster."



Tennis keeps Susan Browning, top, in the swing of things.



Ivan Duboze is making tracks toward Sydney.

An FSN Eyes the Olympics

Ivan Duboze is a computer management specialist at the U.S. Embassy in Libreville, Gabon, where for six years he's been running around helping people resolve their computer problems. But that's not the only running he does. The senior Foreign Service National is one of the fastest athletes in Africa. His 100-meter time of 10.5 seconds is just .71 seconds shy of the world record of 9.79 seconds set by the United States' Maurice Greene. But there's nothing shy about the 29-year-old athlete, who has now set his sights on the 2000 Summer Olympics in Sydney.

What are you and your co-workers doing outside the office? We're looking for short pieces about the adventures and achievements of Department employees in their "other lives" for this section of the magazine. Photos are a must. We're counting on you to make this feature a success!

A Half Century and Still Serving

Fifty-three years after she started working for the federal government, the last 50 of them at State, Mary H. Collins said she still looks forward to getting up in the mornings to work in the Bureau of Intelligence and Research. "I just love coming to work and doing the best I can do, every day," said the security awareness program manager for more than 5,000 Department employees with special access to sensitive compartmented information. Her former supervisor, Special Agent Dale McElhattan Jr., said he's amazed by Ms. Collins' vast network of contacts throughout the Department, and impressed with the valuable insight and wisdom she contributes to the office's day-to-day routine. As for retirement plans, Ms. Collins has none for the immediate future. "I just love keeping busy," she said.

Photo by Donna Miles



Mary H. Collins has no plans to retire anytime soon.

Series Celebrates 200th Concert

By John Bentel

The State of the Arts Cultural Series and the Foreign Affairs Recreation Association recently hosted its 200th concert, with New Orleans jazz pianist Tom Roberts and drummer Howard Kadison performing a lively concert of jazz and ragtime music.

The duo treated their audience to the regional flavors, styles and stories of ragtime and jazz, including "The Dream," written sometime between the Civil War and 1900 about a pimp and gambler; "The Stars and Stripes Forever" as it was first heard 100 years ago in Baltimore; and Jelly Roll Morton's "Granddad's Spells."

In another presentation, concert pianist Thomas Pandolfi presented an extraordinary performance of classical selections by Liszt, Scriabin and Schubert.

Another performance featured percussion soloist Luis Garay, principal timpanist with the Washington Symphony Orchestra, whose rousing opening was a Latin jazz work played passionately on the drums. Besides the marimba, congas, bongos and djembe, the berimba proved especially interesting. With three basic tones, the berimba is an instrument shrouded in history,

Mr. Garay said, as it was used by both slaves and police for their own secret communications.

At another State of the Arts presentation, violinist Jorge Saade-Scarf and pianist William Carlson played a selection of music from Ecuador. Mr. Saade-Scarf is that country's most outstanding violinist and its cultural attaché at the Ecuadorean Embassy.

"A Summer Romance" with baritone Jonathan Ward and pianist Sherry Turner Graveson made a charming diversion during a late-summer performance. Beethoven's "An Dieferne Geliebte," op. 98, concerned the same woman as his famed "Immortal Beloved," Antonie Brentano, a married woman whom he met in Vienna in 1810. "If I Loved You" by Rodgers and Hammerstein, from "Carousel," proved a robust ending.

The Savoys, a dance team and world exhibition dance champions, wowed the State audience during a performance demonstrating their hold on all three major world championship titles simultaneously. Approximately 2 billion people have seen the Savoys perform worldwide, and they likely will expand their audience with three exhibitions at the Sydney 2000 Olympics.

The author is a computer specialist in the Executive Secretariat.

Foreign Service Youth Celebrate 10th Anniversary

By Margaret Bender

It looked and sounded like a family reunion. A girl remembered as a teenager in New Delhi is now a married woman. A parent worker on a teen center project in Tel Aviv is introducing her granddaughter around. "How lovely to see you!" "How long has it been?"



*Katie Buck, left, and
Kate Marthensen
celebrate.*

The scene of this gathering was the Dean Acheson Auditorium at Main State last June when more than 300 people celebrated the 10th anniversary of the founding of the Foreign Service Youth Foundation. In a darkened auditorium, a single spotlight shone on Katie Buck, daughter of Foreign Service

officer Stephen Buck, and a 1999 theater graduate of Wesleyan University. With a few simple props and slides, Ms. Buck presented "ISite," a piece she wrote and performed for her senior thesis. With eloquence, sensitivity and humor, she told stories of her childhood, absorbing her mother's Lebanese culture along with the American culture of her father as the family moved from post to post.

Her one-woman show was full of reflection. Through slides and memories, she showed the audience her family—a blending of two cultures—and revealed herself as a new blend. She shared her love for her extended family, weaving Arab cultural lessons into the narrative. The audience of different generations and backgrounds shared moments of recognition, laughter and tears. The Foreign Service youth in the audience saw the reflection of their own experiences of being from more than one place in "ISite," while their parents looked through the filter of older eyes.

The author is the former community liaison officer in Colombo.

Courses: National Foreign Affairs Training Center

Education & Training

Program	Dec.	Jan.	Length	Program	Dec.	Jan.	Length			
Administrative Training										
NEPA Training Domestic Operations PA 129	—	10	1 W	Intelligence and Foreign Policy PP 212	14	—	3 D			
CFMS—System Overview & Orientation PA 150	7, 9	—	2 D	Arms Control Delegation PP 512	—	10	4 D			
CFMS—Budget Execution PA 151	15	—	2 D	Negotiation Art & Skills PP 501	6	—	1 W			
CFMS—Requisition Document PA 153	13	—	2 D	Political/Economic Tradecraft PG 140	—	18	3 W			
CFMS—Miscellaneous Obligations PA 154	11	6	2 D	Political Training						
CFMS—Travel Orders PA 155	—	4	2 D	Public Diplomacy Tradecraft PY 100	—	31	3 W			
Domestic Admin. Officer Seminar PA 160	—	10	3 W	Accessing Info. Resources Overseas PY 202	2	—	1 D			
COR Update PA 173	6	—	1 D	High Level Visits and the Media PY 203	—	10	1 D			
Working With ICASS PA 214	—	25	4 D	Public Diplomacy Training						
Appropriation Law PA 215	—	25	4 D	Explaining America MQ 115	4	—	1 D			
General Services Operation PA 221	13	31	10 W	Mngng. Rental Prop. from Overseas MQ 853	—	26	1 D			
Basic Administration Management PA 224	7	24	1 W	Post Options for Employment and						
Personnel Course PA 231	—	31	7 W	Trng. (POET) MQ 703	—	29	1 D			
ICASS Seminar PA 245	—	19	1 D	Targeting Job Search MQ 704	—	27	2 D			
Evaluation Design Workshop PD 518	13	—	2 D	Dual Culture Marriages MQ 850	1	—	1 D			
Correspondence Courses: How to be a Certifying Officer PA 291, How to be a Contracting Officer Rep. PA 130, How to write a Statement of Work PA 134, Intro. to Simplified Acquisitions & Req. Overseas PA 222, Management Controls Workbook PA 164, Training for Overseas Cashier Supervisor PA 294, Training for Overseas Cashier PA 293, Training for Overseas Voucher Examiners PA 200										
Consular Training										
Automation for Consular Managers PC 116	7	24	1 W	Retirement Planning Seminar RV 101	—	24	1 W			
Continuous Enrollment: Congen Rosslyn Consular PC 530, Consular Orientation PC 105, Overseas Citizen Services PC 535, Passport & Nationality PC 536, Immigrant Visas PC 537, Non-Immigrant PC 538, Consular Review & Automation PC 540										
Economic & Commercial Training										
Export Promotion PE 125	—	10	1 W	Job Search Program RV 102	—	31	8 W			
Pol/Econ Tradecraft PG 140	—	18	2 W	Financial and Estate Planning RV 103	—	26	1 D			
Junior Officer Training Orientation Training										
Orient. for Foreign Service Officers PG 101	—	18	7 W	Non-Multimedia Training						
Orient. for Civil Service Employees PN 105	7	—	3 D	Quick Multimedia MM 305	15	—	1 D			
Washington Tradecraft PT 203	—	24	1 W	On-Line Introduction to HTML MM 306	3	—	4 W			
Leadership & Management Development										
EEO/Diversity Awareness for Managers and Supervisors PT 107	2, 9, 16	6, 13, 20,	2 D	Info. Management Training						
Foreign Affairs Leadership Seminar PT 119	—	23	2 W	PC/Windows NT 4.0 Fundamentals PS 201	6	3, 19, 27, 31	2 D			
Bureau/Mission Offsite PT 130	2	—	1 D	Internet Concepts PS 218	2, 14	4, 19	1 D			
Performance Management Seminar PT 205	6	—	3 D	Internet for Power Users PS 318	16	6, 21	1 D			
Introduction to Management Skills PT 207	—	10	1 W	Word 97 Introduction PS 232	8	5	2 D			
Managing State Projects PT 208	—	24	1 W	Word 97 Intermediate PS 233	13	19	2 D			
Managing People Problems PT 121	1	—	3.5 D	Access 97 Introduction PS 250	8	3, 26	2 D			
Office Management Training				Access 97 Intermediate PS 251	15	12	2 D			
Drafting Correspondence PK 159	—	24	1 W	Excel 97 Introduction PS 270	—	10, 31	2 D			
Travel Regulations and Vouchers PK 205	1	—	2 D	Excel 97 Intermediate PS 271	1	13	2 D			
Files Management and Retirement PK 207	10	14	1 D	PowerPoint 97 Introduction PS 240	6	5, 24	2 D			
Better Office English/Written PK 225	—	10	2 W	PowerPoint 97 Intermediate PS 241	—	20	2 D			
Effective Speaking & Listening PK 240	6	—	2 W	CableXpress – Client PS 284	1, 7, 8,	5, 11, 20, 25	1 D			
Office Technology in 21 st Century PK 333	3	—	1 D	14, 15						
Length: H = Hours, D = Days, W = Weeks										
For additional info., including IM courses in Warrenton, consult the course catalog, the Office of the Registrar at (703) 302-7144 or the FSI web site at www.fsiweb.gov .										

OBITUARIES



Betty Curran Cain, 87, a retired Foreign Service member and wife of retired Foreign Service officer Bruce Cain, died of cancer on July 18 in Tucson, Ariz. Ms. Cain joined the Foreign Service in the early 1940s and received the Superior Honor Award when she retired in 1973.



Sandra B. O'Leary, 50, a career Civil Service employee and adviser to three Secretaries of State, died of cancer on Aug. 9 in McLean, Va. Ms. O'Leary joined State in 1986. A senior economist, she analyzed globalization and its impact on U.S. foreign policy, coordinated aid to economies transitioning from communism and helped secure international financial support for coalition

operations during the Gulf War. As deputy assistant secretary for economic policy under Secretary Warren Christopher, she helped craft U.S. policy for Asia-Pacific Economic Cooperation and the Association of South East Asian Nations. She taught at the Foreign Service Institute and the National Defense University.



Jean Marion Chisholm, 94, a retired Foreign Service officer, died of congestive heart failure on Aug. 11 in Washington, D.C. Specializing in personnel, she was posted to Ecuador, Brazil, Honduras, Mexico, Cuba, Finland, Austria and Israel. She retired in 1964 after 21 years of service.

Henry B. Cox, 82, died on April 19 in Washington, D.C., of complications following open-heart surgery. During his State career, Mr. Cox served as a public affairs officer in Bonn and Berne. Following his retirement, he was public affairs officer for the White House Office of Drug Control and education director for the Chicago Council on Foreign Relations.



David B. Ortman, 76, a retired Foreign Service officer, died of lung cancer on July 31 in Boyds, Md. He began working for the State Department in 1951 and joined the Foreign Service four years later. During his Foreign Service career, he was posted to Birmingham, England, as U.S. Consul and later to Brussels, where he worked on economic

issues involving the European community. He was later assigned to the Bureau of International Organization Affairs. He retired in 1975.

Nancy Honig, 56, who headed the U.S. Information Agency reception center in San Francisco during the Carter Administration, took her own life on Aug. 26 after suffering from depression for years. The reception center programmed all official visitors to the Bay Area while it was in operation.



Donnell D. Smith, 72, a retired Foreign Service officer, died of complications from Parkinson's disease on Aug. 4 in Rockville, Md. Mr. Smith joined the Foreign Service in 1957 and served mostly in economic positions in Genoa, Dar es Salaam, London, Naples, Pretoria, Algiers and the U.S. Mission to the United Nations in New York. He retired in 1983.

FOREIGN SERVICE

Transfers

Abare, Laurie A. , Singapore to Personnel	Brooks, Barbara A. , Dakar to New Delhi	Crum, Patricia Ann , London to Sarajevo
Abell, David W. , African Affs. to Lagos	Brooks, Vanessa C. , Banjul to Personnel	Cuadrado III, Joseph F. , Damascus to For. Serv. Inst.
Adams, Wayne G. , Information Res. Mgt. to Mexico City	Brooks, William E. , Econ. and Bus. Affs. to European Affs.	Cull, Robert D. , Bangkok to Diplomatic Sec.
Adanza, Nelia Gallardo , East Asian and Pac. Affs. to Nicosia	Brouillette-Rodriguez, A. , Buenos Aires to Copenhagen	Culver, Jeffrey W. , Diplomatic Sec. to Dar es Salaam
Ahmed, Aziz , Beijing to Administration	Brown, Dolores Marie , For. Serv. Inst. to Moscow	Curran-Kelley, Dawn , Dakar to Personnel
Alarid, David A. , Western Hem. Affs. to European Affs.	Brown, Karen , Moscow to East Asian and Pac. Affs.	Curry, Valerie P. , New Delhi to Brussels
Albright, Wendell I.C. , Ulaanbaatar to Yokohama	Brown, Laurence G. , London to Vienna	Darnell, Daria Leigh , Bogota to Consular Affs.
Allen, Tiffany , Caracas to Personnel	Brown, Linda Marie , For. Serv. Inst. to Stockholm	Davies, Joyce , Personnel to African Affs.
Alsace, Juan A. , For. Serv. Inst. to Istanbul	Brown, Merritt C. , For. Serv. Inst. to Nassau	Davison, Kees C. , Singapore to Brasilia
Ames, Stephen H. , Accra to East Asian and Pac. Affs.	Brunner, Mark E. , Prague to Personnel	Deibler, Roy A. , Doha to Diplomatic Sec.
Amos, Regina F. , Exec. Secretariat to Counter-Terrorism	Bryan, Katherine C. , Moscow to European Affs.	Del Vecchio, Patrick L. , São Paulo to Ottawa
Ampofo, Lorraine Mary , Istanbul to New Delhi	Buck, Stephen W. , Jeddah to Med. Serv.	Delgado Jr., Gustavo , Madrid to Int'l. Org. Affs.
Anderson, Kenneth R. , Brussels to European Affs.	Buckler, Steven Robert , Brasilia to Pretoria	Desoto, Oscar G. , European Affs. to Vienna
Anderson, Valerie D. , Near Eastern Affs. to Damascus	Buczacki, Jeffrey J. , Athens to Leg. Affs.	Devine, Stewart T. , Seoul to Yokohama
Andrews, Theodore Howard , Nairobi to Exec. Secretariat	Burgess, Robert G. , Lilongwe to Intell. and Res.	Diallo, Robin D. , Cotonou to Paramaribo
Anske, Ralph Dhelo , Guatemala to Nairobi	Burns III, Matthew James , Tel Aviv to Policy Planning Council	Dmytrywcz, Bohdan , Beirut to Kiev
Arkley, Melissa Buchanan , Consular Affs. to For. Serv. Inst.	Burton, Gregory S. , Belgrade to European Affs.	Dobson, Douglas Stewart , Brasilia to Hamilton
Aronis, Barbara A. , Havana to Prague	Busch, Cherryl D. , Beijing to La Paz	Donahue, David Tannrath , Singapore to Islamabad
Aulton, Pamela Roxanne , Dakar to European Affs.	Butler, Carole J. , Pre-Assign. Trng. to Tijuana	Drew, Peter W. , Kathmandu to Singapore
Baccam, Veomayoury , Moscow to Geneva	Byrd, Lewis K. , Addis Ababa to For. Buildings	Dry, Robert W. , Riyadh to Hanoi
Bacigalupo, Elizabeth , Prague to Personnel	Byrd, Robin K. , Addis Ababa to Information Res. Mgt.	Durgin, Douglas L. , Brasilia to Western Hem. Affs.
Baer, Lawrence Rea , Tokyo to Personnel	Cairo, Frank D. , Diplomatic Sec. to Vienna	Eason, Richard Mansfield , Riyadh to Singapore
Balderas, Bobby , Frankfurt to Personnel	Calandra, Sigrid N. , Western Hem. Affs. to Ottawa	Elkins, Ronald J. , Warsaw to Lilongwe
Balderas, M. Diana , Frankfurt to Personnel	Callow, Thomas W. , Pol. and Mil. Affs. to Non-Gov. Orgs.	Ellis, James E. , European Affs. to London
Barmon, Kathleen W. , Western Hem. Affs. to Vienna	Campbell, William Noel , For. Serv. Inst. to Addis Ababa	Endresen, Patricia L. , For. Serv. Inst. to Ljubljana
Barneby, Stephen A. , Guadalajara to Toronto	Cano, Mario J. , Amman to Personnel	Engle, Gregory W. , Johannesburg to Fin. Mgmt.
Barone, Langdon V. , F.S. Spec. Intake to Dakar	Capps, Ronald , European Affs. to Pristina	Engle, Maureen A. , Johannesburg to Personnel
Barry, Kevin Michael , Madrid to San Salvador	Capriglione, Pasquale , Kuwait to Diplomatic Sec.	Entwistle, James F. , Consular Affs. to Kuala Lumpur
Bartlett, William M. , For. Serv. Inst. to San Salvador	Carey, Glenn William , Kingston to Oslo	Eppler, Dale B. , For. Serv. Inst. to Moscow
Bashnan, Wendy A. , Cairo to Georgetown	Carlson, Alan J. , For. Serv. Inst. to Sarajevo	Errion, Lisa Catherine , Jakarta to East Asian and Pac. Affs.
Beck, Doris A. , Shenyang to Policy Planning Council	Carlson, Eric , Montevideo to Near Eastern Affs.	Estes, Bonita , Nairobi to Lima
Beede, Christopher James , European Affs. to Copenhagen	Carouso, James , Pretoria to East Asian and Pac. Affs.	Evans, Dylan C. , Pretoria to Personnel
Behrend, Richard Warren , Econ. and Bus. Affs. to Paris	Carson Jr., Larry D. , Paris to Tunis	Evans, Trevor James , For. Serv. Inst. to Ljubljana
Benedict, Maria , Frankfurt to Personnel	Carson, Marc W. , Shanghai to East Asian and Pac. Affs.	Fantozzi, Daniel Ted , Inter. Narc. and Law Enfor. Affs. to Oceans and Int'l. Envir. and Sci. Affs.
Bentley, Robert N. , Intell. and Res. to Near Eastern Affs.	Carter, Bruce Edward , For. Serv. Inst. to Stockholm	Featherstone, Alexander A. , Brasilia to European Affs.
Berry, Christopher L. , Diplomatic Sec. to Islamabad	Castro, Angelina T. , Buenos Aires to Personnel	Finch, Cheryl R. , Cairo to Personnel
Beyrle, John Ross , Prague to New Ind. States	Catrickes, Constantine P. , The Hague to Diplomatic Sec.	Finkbeiner Jr., John M. , For. Serv. Inst. to European Affs.
Bigus, James R. , Moscow to Yekaterinburg	Caudill, Mark A. , Near Eastern Affs. to Jeddah	Finney Jr., John D. , Pol. and Mil. Affs. to SACEURAF-SOUTH
Blair Jr., Jack A. , Information Res. Mgt. to Bangkok	Caulfield Jr., John Patrick , Consular Affs. to Manila	Fisch, Theodore P. , Diplomatic Sec. to Bangkok
Block, David A. , Warsaw to European Affs.	Cavin, Guyle E. , Vienna to Consular Affs.	Fleitman, Randolph H. , Seoul to Near Eastern Affs.
Blood, Brian J. , Mexico City to Santiago	Choe, Karen K.W. , Bridgetown to Kuwait	Flemister, Zandra I. , For. Serv. Inst. to Seoul
Bochartin, Dennis W. , For. Serv. Inst. to Prague	Christ, Matthew D. , Tegucigalpa to Vilnius	Folk, Cynthia , Vienna to European Affs.
Bodine, Anne Christy , Damascus to Near Eastern Affs.	Chritton, Andrew Gilman , Lusaka to European Affs.	Forden, Robert W. , Beijing to Hanoi
Boggs Jr., Robert K. , Near Eastern Affs. to New Delhi	Chupp, Teresa , Hong Kong to Riga	French, Michael D. , Diplomatic Sec. to Havana
Boiarsky, Janine R. , Moscow to Istanbul	Cifarelli, Michael J. , Ottawa to Exec. Secretariat	Freund, James F. , Oceans and Int'l. Envir. and Sci. Affs. to Pretoria
Bonilla-Newman, Victor J. , Madrid to Sec. of Defense	Clark, Mark Daniel , Lagos to Nairobi	Fukutomi, Gregory Dean , For. Serv. Inst. to Istanbul
Boohaker, Richard L. , Bangkok to Budapest	Clark, Sherryl Ann , Port-au-Prince to Personnel	Gagnon, James Michael , Commerce Dept. to Personnel
Booth, Jackson B. , For. Buildings to São Paulo	Clayton, Donald P. , Santo Domingo to Kuala Lumpur	Gallagher, Leo , Bridgetown to Kuala Lumpur
Booth, William J. , Paris to For. Serv. Inst.	Cloud Jr., John Albert , Warsaw to Brussels	Gallegos, Karen E. , Western Hem. Affs. to San Jose
Boulanger, John P. , For. Serv. Inst. to Information Res. Mgt.	Coates, Joyce E. , Manama to Abu Dhabi	Gallo, Thomas G. , Personnel to Rome
Boy, Donald , Lome to African Affs.	Coe, John Charles , Pol. and Mil. Affs. to Consular Affs.	Gappa, Howard L. , Vienna to Administration
Brackman, Stella S. , Int'l. Org. Affs. to Hum. Assistance Ofc.	Columbus, Sarah G. , F.S. Spec. Intake to Amman	Garcia, Benjamin A. , European Affs. to Lima
Bradshaw, Kevin N. , Rome to Islamabad	Cooper, Susannah E. , Riyadh to Kingston	Gaudiosi, Eric Vincent , For. Serv. Inst. to Sarajevo
Bradtko, Robert A. , London to Hum. Assistance Ofc.	Copenhaver, Barry F. , Freetown to Islamabad	Gecas, Vida M. , For. Serv. Inst. to Kiev
Brennan, Giovanna L. , Addis Ababa to Personnel	Copenhaver, Judy J. , Freetown to Islamabad	Geisler, Daniel Francis , Personnel to Spec. Dom. Assign. Prog.
Brenner, Jeremy Beckley , Intell. and Res. to Paris	Coulson, Linda , Nairobi to Dar es Salaam	Gillund, Jackie Lee , Oslo to Personnel
Brito, Sandra Hamilton , Intell. and Res. to Caracas	Coviello, Cheryl , Pretoria to San Jose	
	Cropper, Natalie , F.S. Spec. Intake to Antananarivo	
	Crossland Jr., Maurice C. , Seoul to Pretoria	
	Crowley, John William , Bangkok to Oceans and Int'l. Envir. and Sci. Affs.	

FOREIGN SERVICE

Transfers

Goldberg, Robert D. , Montevideo to Managua	Hutchens, Martha L. , Manila to Personnel	La Lime, Helen R. Meagher , Ndjamena to African Affs.
Gonzalez, Roberta F. , Guatemala to Personnel	Hyland, Jason P. , East Asian and Pac. Affs. to For. Serv. Inst.	Labarge, Blair L. , Econ. and Bus. Affs. to East Asian and Pac. Affs.
Gordon, Ann Vincent , For. Serv. Inst. to Dakar	Irvine, Ellen P. , Algiers to Personnel	Lahaie, Roger W. , Frankfurt to Diplomatic Sec.
Graze, Deborah E. , Nicosia to European Affs.	Jackson, Jeannie, Elizabeth , Hong Kong to Nairobi	Lamb, Charlene Rae , Kuwait to Guatemala
Green, Milton V. , Beijing to Islamabad	Jacobson, Donald Emil , Bogota to Guadalajara	Lamb, Douglas James , Diplomatic Sec. to Sarajevo
Green IV, Wesley , The Hague to Muscat	James, Anthony , Abidjan to Information Res. Mgt.	Lambert, Mark B. , For. Serv. Inst. to Beijing
Greenberg, Allen S. , East Asian and Pac. Affs. to Yokohama	James, Sharon D. , Abidjan to Personnel	Lamoreaux, Adam Duane , Jerusalem to Administration
Greene, Douglas C. , Dhahran to For. Serv. Inst.	Jensen, David E.T. , Jerusalem to Intell. and Res.	Landherr, Karen E. , Riyadh to Guatemala
Greentree, Todd Richard , Res., Plans and Policy to Luanda	John, Eric G. , East Asian and Pac. Affs. to Ho Chi Minh City	Landis Jr., Harold E. , Information Res. Mgt. to Cairo
Griffin Jr., B. Glenn , Western Hem. Affs. to Tel Aviv	Johnson, Lisa A. , Spec. Rep. for Bosnia to Near Eastern Affs.	Larson, Dale H. , Bridgetown to Brussels
Groth, Gregory S. , Port-au-Prince to Budapest	Johnson, Marc C. , Bratislava Slovak Rep. to European Affs.	Larson, Gregory Kim , Frankfurt to For. Serv. Inst.
Haas, Martha J. , Intell. and Res. to Consular Affs.	Johnson, Seneca Elizabeth , For. Serv. Inst. to Sarajevo	Larson, Tanya Sears , Diplomatic Sec. to Nairobi
Haase, Robin L. , Intell. and Res. to Consular Affs.	Johnson, Shelley E. , Guangzhou to Frankfurt	Laskaris, Alexander Mark , Luanda to Int'l. Org. Affs.
Hagen, Robert S. , Buenos Aires to Geneva	Johnson, Solveig C. , Reykjavik to European Affs.	Laws, Robert L. , Islamabad to Damascus
Hall, Ann H. , Sofia to Personnel	Johnson, Susan Rockwell , Res., Plans and Policy to Bucharest	Leaf, James Werner , Chengdu to Yekaterinburg
Hall, David W. , Diplomatic Sec. to For. Serv. Inst.	Jordan, Earl D. , Islamabad to Beirut	Lee, Robert David , Pre-Assign. Trng. to Athens
Hamann, Kathleen , Consular Affs. to Western Hem. Affs.	Kaestner, Peter G. , Windhoek to Guatemala	Lee, Spencer N. , Tokyo to Bangkok
Hamilton, John Alexander , Res., Plans and Policy to Spec. Dom. Assign. Prog.	Kagler, Robert H. , For. Buildings to Dip. Sec.	Legeay, Gabrielle T. , Rabat to New Delhi
Hamilton, Scott Ian , Western Hem. Affs. to For. Serv. Inst.	Kane, Joan E. , Monterey to Lima	Leininger, Wayne Stephen , New Delhi to Personnel
Hancock, Garth E. , East Asian and Pac. Affs. to Bangkok	Kane, Marian Ann , Mexico City to Beirut	Lenderking, Timothy , Exec. Secretariat to Near Eastern Affs.
Hanisch, Gerald L. , Operations to Bangkok	Kaplan, Matthew B. , Managua to Intell. and Res.	Leonard, Mary Beth , Lome to Cape Town
Hanish, Patrick N. , Pre-Assign. Trng. to Riyadh	Kaplan, Philip Winston , Exec. Secretariat to European Affs.	Leong, Ryan Courtney , Pre-Assign. Trng. to Sarajevo
Hanks, Russell J. , For. Serv. Inst. to Tunis	Keays, Michael Christopher , Spec. Neg. for Nagorno-Karabakh to For. Serv. Inst.	Leoni, Mark A. , Ciudad Juarez to Personnel
Hanson, Anissa A. , Paris to Int'l. Org. Affs.	Kelley, Henry Edward , For. Serv. Inst. to Paris	Lester, Nguyen Thi Hanh , Beijing to Personnel
Hanson, Bradford Eugene , Peshawar to For. Serv. Inst.	Kelley, Ronnie C. , Panama to Bridgetown	Levesque, Charles W. , São Paulo to Tirana
Hantke, Jeanette Anne , Frankfurt to Bogota	Kelsey, Thomas A. , Kuwait to Exec. Secretariat	Levine, Henry A. , East Asian and Pac. Affs. to Shanghai
Harden, Connie L. , Rio de Janeiro to Personnel	Kennedy, Marilyn , Med. Serv. to Beijing	Levine, Jessica , For. Serv. Inst. to European Affs.
Harmon, William R. , Inspector General to Diplomatic Sec.	Kepp, Elizabeth Jane , Counter-Terrorism to Jakarta	Licari, Noelle , Diplomatic Sec. to Mexico City
Hartinger, David C. , London to Rangoon	Keshap, Atul , Rabat to Exec. Secretariat	Lienhart, Catherine K. , F.S. Spec. Intake to Moscow
Hartman Hart, Shirley Mari , Int'l. Org. Affs. to Paris	Kessler, Helene M. , Int'l. Org. Affs. to European Affs.	Lima, Robert Joel , Budapest to Rome
Hartsock, Linda K. , Tel Aviv to Quito	Kicha, Edward R. , Frankfurt to Beijing	Lindenfeld, Seth , Diplomatic Sec. to Tel Aviv
Hartwell, Stephen Richard , Cairo to Personnel	Kim, Sung Y. , East Asian and Pac. Affs. to Tokyo	Lipinski, Linda , Warsaw to Personnel
Heard, Harvey K. , F.S. Spec. Intake to Western Hem. Affs.	Kim-Scott, Patricia , African Affs. to Luxembourg	Liston, Stephen M. , Global Affs. to Lima
Heckman, Scott Randall , Econ. and Bus. Affs. to Moscow	Kimble, Melinda L. , Oceans and Int'l. Envir. and Sci. Affs. to Econ. and Bus. Affs.	Litzenberger Jr., Earle D. , Almaty to Near Eastern Affs.
Heffern, Margaret R. , Belgrade to Personnel	Kinane, Judy B. , Moscow to Personnel	Llorens, Hugo , Western Hem. Affs. to Vancouver
Heffernan, Patrick , Dubai to Exec. Secretariat	King, Rebecca Jill , Rome to Near Eastern Affs.	Lochman, Laura A. , Non-Gov. Orgs. to Oceans and Int'l. Envir. and Sci. Affs.
Heflin, Donald L. , Consular Affs. to London	Kirkconnell, Laura Jean , Yerevan to Skopje	Lodinsky, Jeffrey Paul , Pre-Assign. Trng. to Oslo
Heien, Debra P. , Vilnius to Consular Affs.	Kirkwood, Stephen J. , Addis Ababa to African Affs.	Loftis, Robert Geers , Geneva to Maputo
Hepler, Carolyn , Pre-Assign. Trng. to Santo Domingo	Kitchen, R. David , Vienna to European Affs.	Loftus, Gerald J. , For. Serv. Inst. to London
Higgins, Kevin L. , African Affs. to Abidjan	Kline, Paul Conley , Panama to Monterrey	Logsdon, Kent D. , Almaty to Bangkok
Hillas Jr., Kenneth M. , Pretoria to For. Serv. Inst.	Klossen, Michael , Leg. Affs. to Hong Kong	Lombardo, Michael R. , Abidjan to Bujumbura
Hink, Darrin L. , Tunis to Doha	Koehler, Marc Daniel , Taipei to Chengdu	Lopes De Rosa, Debbie , Consular Affs. to African Affs.
Hodgson, Mark Anthony , Jakarta to San Salvador	Kolyabiuk, Orest , Near Eastern Affs. to Tunis	Loring, Pamela , Personnel to European Affs.
Hoh, Christopher J. , European Affs. to For. Serv. Inst.	Kopp, Evan Andrew , Bogota to Zagreb	Ludan, Robert P. , Beijing to Osaka Kobe
Hohe, Martin Paul , Singapore to Manama	Koran, Donald William , African Affs. to Kigali	Luftman, Eric Wade , Personnel to Econ. and Bus. Affs.
Holden, William Steven , Riyadh to Jeddah	Kotis, Samuel David , For. Serv. Inst. to Tunis	Lukens, Lewis A. , Sydney to Exec. Secretariat
Holman, Amy Elizabeth , Econ. and Bus. Affs. to European Affs.	Kramer, Douglas R. , For. Serv. Inst. to Moscow	Lyons, Stephen F. , Diplomatic Sec. to Cairo
Holtz, Greta Christine , Exec. Secretariat to For. Serv. Inst.	Krawitz, Howard , Guangzhou to Spec. Dom. Assign. Prog.	Maalouf, Deeb Bechara , Near Eastern Affs. to Mumbai
Hopper, David T. , For. Serv. Inst. to Beijing	Krieger, Nanette A. , For. Serv. Inst. to Rabat	Macabio, Nemesia J. , Rio de Janeiro to New Delhi
Hopper, Susan Woolley , For. Serv. Inst. to Beijing	Kropf, Eileen F. Lewison , European Affs. to For. Serv. Inst.	MacDonald, Gregory A. , F.S. Spec. Intake to Sofia
Horan, Margaret R. , Exec. Secretariat to Mexico City	Kubiske, Lisa Jean , Trade Negotiations to Hong Kong	Machin, Christopher Scott , Pre-Assign. Trng. to Guangzhou
Houston, Gregory V. , San Salvador to Monterrey	Kunsman, June Heil , Pop., Ref. and Mig. to Hum. Assistance Ofc.	MacPherson, Bonnie Lee , Frankfurt to Diplomatic Sec.
Hudson Jr., Clarence A. , Doha to Yokohama	Kuo, Judy H. , Pre-Assign. Trng. to London	MacTaggart, Lee , For. Serv. Inst. to Nairobi
Huffaker, Thomas Keith , European Affs. to Ottawa		Magleby, Alfred Reed , Tokyo to Riyadh
Huffman, Larry Dean , Intell. and Res. to Pol. and Mil. Affs.		Mahoney, Howard L. , Information Res. Mgt. to Cairo
Hurley, Paul F. , Vienna to Western Hem. Affs.		Malkin, Joel Robert , Consular Affs. to Int'l. Org. Affs.
Hushek, Thomas J. , Near Eastern Affs. to Islamabad		Mally, Alec L. , Athens to European Affs.
Huskey, James L. , Nairobi to East Asian and Pac. Affs.		

FOREIGN SERVICE

Transfers

Mandel, Lawrence C., Budapest to Tel Aviv
Manegan, Benjamas V., Manama to Personnel
Mann, Theodore Albert, For. Serv. Inst. to Tel Aviv
Mansour, Rafik K., Pre-Assign. Trng. to Port-au-Prince
Manthos, Peter N., Diplomatic Sec. to Algiers
Marciel, Scot Alan, Hong Kong to Econ. and Bus. Affs.
Markin, John D., Personnel to Western Hem. Affs.
Marks, David M., East Asian and Pac. Affs. to Spec. Neg. for Nagorno-Karabakh
Marple, Lee R., Jakarta to Addis Ababa
Marquis, Manuela Maria, Tegucigalpa to Personnel
Martin, Charles W., Krakow to Islamabad
Martin, William John, Tokyo to Jakarta
Martinez, Carmen Maria, Maputo to São Paulo
Mashuda, Frank C., Conakry to Dakar
Mason, David Kent, Near Eastern Affs. to Tunis
Mass, Craig, Diplomatic Sec. to Cairo
Mateyov, Brian W., Manila to Diplomatic Sec.
Maxstadt, James Edward, African Affs. to Tunis
May, Lauren I., Int'l. Org. Affs. to For. Serv. Inst.
McAnulty, James P., San Jose to Nairobi
McCaffrey, Michael T., For. Serv. Inst. to Beijing
McCann, Tim I., Yerevan to Frankfurt
McClure, Dexter L., Hong Kong to Information Res. Mgt.
McCollum, Portia Elizabeth, Western Hem. Affs. to African Affs.
McConkey, Sean M., Cairo to Information Res. Mgt.
McConnell, Ann Barrows, For. Serv. Inst. to East Asian and Pac. Affs.
McCracken, James E., Econ. and Bus. Affs. to For. Serv. Inst.
McGeehan, Mary Grace, For. Serv. Inst. to Pretoria
McIlhenney IV, William Whit, Paris to Western Hem. Affs.
McIsaac, Karen Jo, Dem., Hum. Rights and Labor to Guayaquil
McKeever, Harold J., Information Res. Mgt. to Brussels
McManaway, Theresa Louise, Amman to Personnel
McMillion, Margaret K., Vientiane to Intell. and Res.
McMullen, Ronald Keith, Cape Town to Suva
McNamara, John F., Spec. Dom. Assign. Prog. to Pretoria
McPeak, Melissa A., Diplomatic Sec. to Milan
Meagher, Patrick Joseph, Dhaka to Santiago
Meale, David, Near Eastern Affs. to For. Serv. Inst.
Meawad, Halim M., Fin. Mgmt. to Western Hem. Affs.
Meerovich, Alexander J., For. Serv. Inst. to Prague
Melka, Karin Louise, Bangkok to East Asian and Pac. Affs.
Mellott, Becky L., Tel Aviv to Personnel
Mellott, William I., Tel Aviv to Kigali
Meltzer, Alan D., Guatemala to Montevideo
Memmott, Larry L., For. Serv. Inst. to Tashkent
Merz, Dennis Wayne, For. Serv. Inst. to Copenhagen
Meyler, Maria Katrina, Pre-Assign. Trng. to Moscow
Mihailovich, Zoran M., European Affs. to Zagreb
Miller, Annastasia J., F.S. Spec. Intake to Moscow
Miller, Gina L., Singapore to Abu Dhabi
Millington, Jeffrey V.S., Sec. of Defense to African Affs.
Milovanovic, Gillian A., European Affs. to Stockholm
Mitman, Matthias J., Ofc. of the Sec. to Athens
Moeller III, William E., Caracas to Reykjavik
Mong, Susan J., Mexico City to Information Res. Mgt.
Morenski, Kathleen A., European Affs. to For. Serv. Inst.

Morfond, Richard A., Paris to European Affs.
Morgan, Thomas J., Pol. and Mil. Affs. to Buenos Aires
Morrow, Michael Kent, Warsaw to Gaborone
Moser, William H., Almaty to Near Eastern Affs.
Moy, Kin Wah, Exec. Secretariat to Asian and Pac. Affs.
Mullins, Michael C., Hanoi to Ho Chi Minh City
Murphy, Mary E., F.S. Spec. Intake to Tegucigalpa
Murray, Brendan M., Diplomatic Sec. to Paris
Murray Jr., Daniel Thomas, Manama to Amman
Nay, John R., Johannesburg to New Delhi
Neighbour, Hugh M., Int'l. Org. Affs. to La Paz
Neil, Bette J., Islamabad to For. Buildings
Nelson, Nancy J., For. Serv. Inst. to Tallinn
Netherton, Martha J., Caracas to Personnel
Neuling, R. Bruce, Trade Negotiations to Chennai
Neumann, Douglas Bruce, For. Serv. Inst. to Sanaa
Noel, Bobby R., Abidjan to Diplomatic Sec.
Norris, Jane S., Information Res. Mgt. to London
Nottingham, Roger C., Lisbon to Beirut
Novak, Joseph L., Islamabad to European Affs.
O'Brien, Richard W., Econ. and Bus. Affs. to Intell. and Res.
O'Hara, Harry John, Western Hem. Affs. to Intell. and Res.
O'Neal, Molly L., Baku to Tashkent
O'Neil, Jennifer S., East Asian and Pac. Affs. to Manila
O'Neill, Kevin T., Tallinn to Riyadh
Ochiltree, Thomas Hunter, Western Hem. Affs. to Caracas
Odell, Deborah M., African Affs. to Int'l. Org. Affs.
Olsen, Derrick M., Exec. Secretariat to La Paz
Olson, Dale Ellen Z., Ouagadougou to Personnel
Olsson, Kurt E., Diplomatic Sec. to Stockholm
Ordonez, Michael A., Riyadh to Chiang Mai
Ostrander, Frank W., Toronto to Oceans and Int'l. Envir. and Sci. Affs.
Pace, Robert, Bangkok to East Asian and Pac. Affs.
Page, Harriett E., The Hague to Luxembourg
Papadopoulos, Socrates, Cairo to Athens
Paravonian, James W., European Affs. to Paris
Park, Maureen E., Baku to Moscow
Parker, Sarah Virginia, Manila to Budapest
Pastore, Edmee Hawkes, Lagos to For. Buildings
Patt, Stuart Everett, Exec. Secretariat to Manila
Paul, Christopher J., Diplomatic Sec. to Brasilia
Pendergrass, Dewey R., Bangkok to Ho Chi Minh City
Pendergrass, Malila G., Bangkok to Personnel
Pennington, Joseph S., For. Serv. Inst. to Sarajevo
Perez, Abelardo Infante, Dem., Hum. Rights and Labor to Non-Gov. Orgs.
Pergrossi, Charles E., Dakar to New Delhi
Perkins, Thomas D., Madrid to Econ. and Bus. Affs.
Peters, Alene M., For. Serv. Inst. to Moscow
Peters, John C., Personnel to Ho Chi Minh City
Pettit, James D., Consular Affs. to Vienna
Pforzheimer, Ann E., For. Serv. Inst. to Ankara
Phillips, Edward C., Bogota to Bishkek
Piascik, Lisa A., Baku to Intell. and Res.
Picardi, Judith E., Career Mobility Prog. to Bamako
Pierce, James A., Tokyo to Wellington
Pike, Judy Ann, Nairobi to Personnel
Pinkley, Adele M., Moscow to London

Pitterle, Kenneth John, Frankfurt to European Affs.
Platt, Lynne G., Casablanca to Near Eastern Affs.
Plosser, Thaddeus D., Personnel to Oslo
Plowman, Jonathan Andrew, For. Serv. Inst. to Almaty
Poli, Connie T., Hanoi to Amman
Pomper, Joseph M., Western Hem. Affs. to Brussels
Potter, David D., Manila to Rome
Potter, Sara Ellen, For. Serv. Inst. to Bratislava
 Slovak Rep.
Powell, Jeffrey N., European Affs. to Budapest
Powers, Roberto, Tunis to Damascus
Pretzman, Steven Robert, Sanaa to Ankara
Price, Richard C., Muscat to Kathmandu
Pringle, Robert Maxwell, Pretoria to Sec. of Defense
Prock, Benton, Diplomatic Sec. to Buenos Aires
Pruett, Richard K., Nonproliferation to Int'l. Org. Affs.
Puccetti, Michael Dean, Monterrey to La Paz
Pyatt, Geoffrey R., Lahore to Hong Kong
Rabby, Avraham, Lima to Int'l. Org. Affs.
Rabens, Joyce B., Econ. and Bus. Affs. to European Affs.
Radford, Mari Wildt, Tbilisi to Personnel
Raezer, Thomas Charles, Administration to Jeddah
Ragsdale, Marguerita D., Near Eastern Affs. to Pretoria
Ram, Vangala S., Seoul to St. Petersburg
Randall, Beryle I., Port Moresby to For. Serv. Inst.
Randall, Christopher J., Buenos Aires to For. Serv. Inst.
Rangel, Barbara J., Lisbon to Lusaka
Ranger, Michael C., Diplomatic Sec. to La Paz
Rasmussen, Douglas K., Rangoon to Spec. Dom.
 Assign. Prog.
Rath, John Thomas, For. Serv. Inst. to Tunis
Rawlings, Lyngrid Smith, Personnel to Chennai
Read, Daniel C., Seoul to Matamoros
Recinos, Augusto, Ankara to Pop., Ref. and Mig.
Recinos, Helen Greeley, Ankara to Econ. and Bus. Affs.
Reichelderfer, Thomas S., Vancouver to Phnom Penh
Reifman, Joel Richard, Kampala to Econ. and Bus. Affs.
Reis Jr., Robert C., Ofc. of the Sec. to Kuala Lumpur
Reynolds, Rebecca Gail, Mexico City to Med. Serv.
Rhea, Nalini, F.S. Spec. Intake to Nairobi
Rhoades, Dwight Ray, European Affs. to Tirana
Rice, John J., European Affs. to Brussels
Richardson, Joseph P., Canberra to Econ. and Bus. Affs.
Richardson, Kevin, Nairobi to Singapore
Richardson, Thomas E., Diplomatic Sec. to San Salvador
Richter, Ginger G., F.S. Spec. Intake to Pretoria
Richter, Jean C., Diplomatic Sec. to Doha
Richter, Marika, F.S. Spec. Intake to Doha
Rico, Monica A., Bamako to Personnel
Riesland, Nicholas J., Bangkok to Jakarta
Rios, Frederick R., Rome to Nicosia
Ripley, Robert J., Islamabad to La Paz
Roberts Jr., Larry D., Kuala Lumpur to Information Res. Mgt.
Robertson, David G., Nairobi to African Affs.
Robinson Jr., David M., Pop., Ref. and Mig. to For. Serv. Inst.
Robl, Terri Louise, Djibouti to For. Serv. Inst.
Rochman, Daniel Alan, For. Serv. Inst. to Bangkok
Rock, Jeffrey Butler, Jakarta to Bangkok

FOREIGN SERVICE

Transfers

Rockwell, Benjamin Amos , Pre-Assign. Trng. to Georgetown	Sim, Cheryl Jane , Calcutta to Geneva	Trites, Elizabeth L. , Ottawa to Diplomatic Sec.
Rodriguez, Ines Maria , Sanaa to Personnel	Simmons, Joyce M. , Port of Spain to For. Buildings	Truhn, J. Patrick , Leipzig to Canberra
Roebuck, William , For. Serv. Inst. to Tunis	Simons, Salvacion , Nairobi to Personnel	Tubaya, Denise G. , Jakarta to Managua
Roehrich, Daniel Edward , Lilongwe to Personnel	Simpson, Richard G. , Dublin to Brussels	Tucker, John C. , Dept. of Commerce to Riyadh
Rogan, Doris E. , Bratislava Slovak Rep. to Personnel	Skinner, Charles Bronson , Brussels to European Affs.	Tulley, Michael Stephen , London to Tallinn
Rogan, Thomas G. , Bratislava Slovak Rep. to Western Hem. Affs.	Skoog, Randall P. , Frankfurt to Diplomatic Sec.	Turner, Marc E. , Western Hem. Affs. to São Paulo
Rogers, Bruce David , Counter-Terrorism to For. Serv. Inst.	Slaven, William A. , Kiev to Tallinn	Underiner, John Michael , African Affs. to For. Serv. Inst.
Rogers, Gale Ellen , Personnel to For. Serv. Inst.	Slutz, Pamela Jo H. , East Asian and Pac. Affs. to Jakarta	Urbancic Jr., Frank C. , For. Serv. Inst. to Istanbul
Rohn, Douglas , Banjul to Niamey	Smith, Gentry O. , Rangoon to For. Serv. Inst.	Ureta, Horacio Antonio , Riyadh to Exec. Secretariat
Root, William G. , Zagreb to Diplomatic Sec.	Smith III, Harry R. , Tel Aviv to Amman	Ureta, Judith Carolina , Riyadh to Personnel
Ross, Brian Leonard , African Affs. to Kampala	Smith, Joseph , London to Information Res. Mgt.	Uyehara, Margaret A. , Administration to Jakarta
Rowe, Paul Edward , Yaounde to Ndjamena	Smith, Sandra Ruth , Geneva to Skopje	Uyehara, Michael M. , For. Serv. Inst. to Jakarta
Roxbury, Steven J. , Diplomatic Sec. to Damascus	Smith, Scott A. , Econ. and Bus. Affs. to Yokohama	Valderrama, Diana , Vienna to Western Hem. Affs.
Rubin, Eric Seth , Pol. Affs. to For. Serv. Inst.	Smith, Stuart M. , For. Serv. Inst. to Moscow	Vallee, Paul A. , Seoul to Beijing
Rubino, Claire , Antananarivo to Personnel	Smyth, Janice S. , Near Eastern Affs. to Colombo	Van Eck, Peter N. , Bucharest to Personnel
Rumbarger, Dale L. , Montreal to Santo Domingo	Soila, Beatrice Pearson , Econ. and Bus. Affs. to For. Serv. Inst.	Velazquez, Gloria M. , Caracas to Personnel
Rutt, Jane , Nairobi to Personnel	Sorrell III, Willis C. , Helsinki to Riyadh	Villines, Nelda G. , Maseru to Harare
Sackett, Kenneth F. , San Salvador to Bogota	Spake II, Harold E. , Pretoria to Ankara	Wade, Miyuki V. , Prague to For. Serv. Inst.
Sacks, Richard , Hanoi to Seoul	Spangler, Michael A. , Bucharest to Majuro	Walker, Sally M. , Yerevan to Tbilisi
Saladin, S. Austin , Canberra to Personnel	Spencer, Susan A. , Sanaa to Dubai	Walsworth, Harold G. , Diplomatic Sec. to Abidjan
Salazar, Maximiliano A. , Georgetown to Diplomatic Sec.	Stefan, Adrienne M. , Vienna to Oceans and Int'l. Envir. and Sci. Affs.	Walz, Kathleen Lenore , Nonproliferation to Econ. and Bus. Affs.
Salmon, Sandra J. , Hermosillo to For. Serv. Inst.	Stefanick, Michelle L. , Personnel to For. Serv. Inst.	Wanagel, Lyn M. , Lisbon to Personnel
Sams, Duane E. , Sarajevo to Ofc. of the High Repres.	Stephan, Yann E.L. , Dakar to Antananarivo	Watkins, Eric M. , European Affs. to Islamabad
Sanders, Richard Milton , Western Hem. Affs. to Bogota	Steuart, Darnall C. , Santo Domingo to Western Hem. Affs.	Watson, Ivan M. , Information Res. Mgt. to Frankfurt
Sandrolini, Christopher J. , Exec. Secretariat to Calcutta	Steuer, William , Bamako to Pretoria	Watson, Maura B. , Near Eastern Affs. to Damascus
Sarbeng, Amma B. , Abidjan to Personnel	Stewart, Curtis M. , Canberra to Res., Plans and Policy	Weber, Janet M. , Personnel to San Jose
Sasser, Malinda Dunbar , Nassau to Personnel	Stewart, David C. , Ciudad Juarez to Port of Spain	Webster, Jessica , For. Serv. Inst. to Yokohama
Savage, Eleanor Wallace , Personnel to Non-Gov. Orgs.	Stillman, Roy B. , Diplomatic Sec. to Vienna	Weierbach, Cornelia Miller , Econ. and Bus. Affs. to Oceans and Int'l. Envir. and Sci. Affs.
Savage, Timothy M. , Vienna to Leipzig	Stocking, Thomas E. , Diplomatic Sec. to Lisbon	Wenner-Yeaman, Sandra M. , Abu Dhabi to For. Serv. Inst.
Savastuk, David J. , Bridgetown to Nogales	Stockman, Christine , Western Hem. Affs. to Toronto	Whigham, Robert J. , Budapest to Diplomatic Sec.
Scharpf, Norman T. , Warsaw to Zagreb	Straub, W. David , Pol. Affs. to Seoul	Whiteside, Janet S. , Frankfurt to Suva
Schechter, Julie Lyn , Pop., Ref. and Mig. to Spec. Dom. Assign. Prog.	Straw, Leilani Lee , For. Serv. Inst. to Praia	Whitlock Jr., James C. , Seoul to Personnel
Scheid, Brandon P. , Athens to Valletta	Streeter, Magdalena V. , Moscow to Personnel	Wickberg, Paul Gordon , For. Serv. Inst. to Yerevan
Schemm Jr., Kearn C. , African Affs. to Intell. and Res.	Syring, W. Patrick , Beirut to Frankfurt	Williams Jr., Thomas E. , Kuwait to Tunis
Scherer, Timothy M. , Bangkok to Pop., Ref. and Mig.	Tabler-Stone, Melinda C. , Chennai to Gaborone	Williams, Kevin L. , Athens to Diplomatic Sec.
Schinella, Anthony , European Affs. to Vienna	Tansey, Robert Joseph , Dept. of Commerce to For. Serv. Inst.	Williams, Stephanie Turco , Intell. and Res. to Tunis
Schmid, Patricia A. , Lima to For. Serv. Inst.	Tatge, Robert Osgood , Riga to Personnel	Williams, Teresa M. , Athens to Personnel
Schmitz, Thomas L. , Abuja to Santiago	Tauber, Mark Steven , For. Serv. Inst. to Yerevan	Williamson, Elizabeth B. , Kinshasa to Personnel
Schmonsees, William , East Asian and Pac. Affs. to For. Serv. Inst.	Taylor, Clinton D. , Diplomatic Sec. to Kuala Lumpur	Williamson, Molly , Int'l. Org. Affs. to Dept. of Commerce
Schofield, William Potter , Bratislava Slovak Rep. to For. Serv. Inst.	Taylor, Teddy Bernard , Budapest to For. Serv. Inst.	Willis, Mark W. , Pol. and Mil. Affs. to Ulaanbaatar
Schrock, Albert E. , Bangkok to Fin. Mgmt.	Teno, Teresa A. , Athens to Beirut	Winkler, Eli Thompson , Pre-Assign. Trng. to Bogota
Schwartz, David , Exec. Secretariat to Near Eastern Affs.	Teplitz, Alaina , Administration to Sydney	Winship, Robert R. , European Affs. to Paris
Schweitzer, Joleen A. , Brasilia to Mexico City	Thayer, Yvonne Frances , Personnel to Dem., Hum. Rights and Labor	Witt, Mary Hillers , For. Serv. Inst. to Belize City
Scott, Brian G. , Near Eastern Affs. to Kuwait	Thiede, Paula S. , Krakow to Islamabad	Wolf, Hubertina R. , London to Personnel
Scott, Charles K. , Diplomatic Sec. to Luxembourg	Thomas-Greenfield, Linda , Islamabad to Geneva	Wong, Marcia Kim , Yokohama to Tokyo
Seevere, James Patrick , Jakarta to Spec. Dom. Assign. Prog.	Thomas, Bruce E. , Ankara to Arms Control	Woodburn, Margaret , San Salvador to Int'l. Org. Affs.
Seidenstricker, Madeline Q. , Addis Ababa to Dem., Hum. Rights and Labor	Thomas, Jeffrey A. , Diplomatic Sec. to Algiers	Woods, Anthony C. , African Affs. to For. Serv. Inst.
Seligsohn, Deborah J. , Guangzhou to Kathmandu	Thomas, Julie G. , Ankara to Personnel	Woodward, Carol A. , Mexico City to Exec. Secretariat
Shaw, Andrew , Guangzhou to Amman	Thomas, Kenneth Allan , Oceans and Int'l. Envir. and Sci. Affs. to Int'l. Org. Affs.	Wright, Martina M. , F.S. Spec. Intake to Port-au-Prince
Shea, Dorothy Camille , For. Serv. Inst. to War Crimes Init.	Thomas, Sandra , Nairobi to Personnel	Wycoff, Karl E. , Shenyang to Rangoon
Shelby, Diane W. , Intell. and Res. to Near Eastern Affs.	Thome, Gregory Dean , Georgetown to Western Hem. Affs.	Yacovoni, Rosemarie C. , Guangzhou to Vienna
Sherman, Greg , Diplomatic Sec. to Muscat	Thorburn, Ellen Barbara , For. Serv. Inst. to Tallinn	Yu, Alan Kuan-Lun , Tokyo to For. Serv. Inst.
Shub, Adam M. , Brasilia to Hum. Assistance Ofc.	Thrower, Clarita , Lagos to Personnel	Yu, Meeja , African Affs. to Harare
Sidhu, Apar Singh , For. Serv. Inst. to Brussels	Tietjen, Candice S. , Jeddah to Personnel	Yun, Thomas W. , Jakarta to London
Silliman, Douglas A. , For. Serv. Inst. to Tunis	Tous, Debra P. , Panama to Asuncion	Zabrieskie, Petra Joy , Nairobi to Personnel
	Townswick, Mary , New Delhi to Geneva	Zangari, Carolyn A. , New Ind. States to Diplomatic Sec.
	Tripp, William H. , Information Res. Mgt. to Damascus	Zappa, Ann V. , Information Res. Mgt. to Beijing

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FOREIGN SERVICE

Appointments

Acton, Christopher, Diplomatic Sec.	Howes, Geoffrey M., Diplomatic Sec.	Power, Julia E., Diplomatic Sec.
Almaguer, Frank, Tegucigalpa	Humberstad, Gina A., Diplomatic Sec.	Prater, Donald E., Niamey
Bishop, Kelly S., Diplomatic Sec.	Hutchinson, Arthur E., F.S. Spec. Intake	Pryer, Christopher E., Diplomatic Sec.
Bono, John B., F.S. Spec. Intake	Jenkins, Scott A., Diplomatic Sec.	Rice, Damon E., Diplomatic Sec.
Bradley, Karla D., Diplomatic Sec.	Jones, Leslie L., Diplomatic Sec.	Ridnour, Daniel C., Diplomatic Sec.
Cannon, Michelle L., Frankfurt	Kandahari, Rahima, F.S. Spec. Intake	Rowan, Justin M., Diplomatic Sec.
Choonit, Kasirat, F.S. Spec. Intake	Kapoukakis, Peter, Diplomatic Sec.	Salazar, Jose E., Diplomatic Sec.
Cobble, Terry L., Diplomatic Sec.	Kelly, John V., Diplomatic Sec.	Scheatzle, Chad E., Diplomatic Sec.
Crowningshield, Henry J., Diplomatic Sec.	Koretke, John E., Diplomatic Sec.	Shah, Anup Y., F.S. Spec. Intake
Duman III, Gardner C., Diplomatic Sec.	Landgraff, Rachel I., Lima	Thiara, Hartaje K., Diplomatic Sec.
Eck, Jimmy D., Diplomatic Sec.	Lopez, Jorge L., F.S. Spec. Intake	Valdez, Phillip M., Diplomatic Sec.
Embden, David R., Diplomatic Sec.	Markwald, Bradley C., Diplomatic Sec.	Vansanford, Roger K., Diplomatic Sec.
Fiffick, Paul J., Diplomatic Sec.	Matthews, Derek R., Diplomatic Sec.	Velazquez, Peter, Diplomatic Sec.
Fitzgerald, Janet E., Diplomatic Sec.	McGuire-Rugh, Karen A., Med. Dir.	Villarreal Jr., Hector, Diplomatic Sec.
Flegel, Daniel R., Diplomatic Sec.	McRea, Holly R., F.S. Spec. Intake	Walker, Anthony B., Diplomatic Sec.
Gali, Zofar, Frankfurt	Meradith, John W., F.S. Spec. Intake	Walter, William C., F.S. Spec. Intake
Garlington, Anson K., Diplomatic Sec.	Mitchell, Duane A., Diplomatic Sec.	Whatley, Darrin E., Diplomatic Sec.
Goodman, Walter E., F.S. Spec. Intake	Mitchell, Patrick A., Diplomatic Sec.	Williams, Judy, Diplomatic Sec.
Green, William S., Lagos	Montuori, Paul A., Diplomatic Sec.	Willman, Sean P., Diplomatic Sec.
Hale, Barry S., Diplomatic Sec.	Mundie, Liseli M., Diplomatic Sec.	Wilson, Mark H., Diplomatic Sec.
Henderson, John L., Diplomatic Sec.	Nichols, Travis D., Diplomatic Sec.	Winterhalter, Erik S., Diplomatic Sec.
Hill, Daniel J., Bangkok	Nixon, Bernard N., Diplomatic Sec.	Wronicak, Thomas M., Diplomatic Sec.
Hinton, Terrance M., Diplomatic Sec.	Orozco, Omer D., F.S. Spec. Intake	Wright, Kevin J., Diplomatic Sec.
Hodson, David M., Diplomatic Sec.	Parpart, Leo R., F.S. Spec. Intake	
Holloway, Eleanor, Diplomatic Sec.	Powell, Christopher J., Frankfurt	

Transfers (*continued*)

Zimmerman, Daryl P., Diplomatic Sec. to For. Buildings
Zotter, Darcy F., Beijing to Int'l. Org. Affs.
Zuniga-Brown, Timothy P., Havana to For. Serv. Inst.
Zupan, Nicole B., Jerusalem to Personnel
Zwach, David M., Pol. and Mil. Affs. to Diplomatic Sec.

Retirements

Arzt, Joanne, For. Serv. Inst.
Brynn, Edward, Sec. of Defense
Buehrer, Wayne A., Riyadh
Covey, James P., Sec. of Defense
Creagan, James F., Tegucigalpa
Croteau, Charles E., Bangkok
Cutright, Jacqueline N., European Affs.
Gallant, Peter J., Diplomatic Sec.
Harden-Wasson, Kathleen, Bangkok
Hoover, Gerald R., Diplomatic Sec.
Indahl, Berne M., Moscow
Johnson-Izzet, Lillian J., Paris
Kalla, Richard L., Caracas
Martinez, Maryanne H., Spec. Dom. Assign. Prog.
Montague, John A., Maputo
Quinn, Kenneth M., Phnom Penh
Rase, Glen R., Bandar Seri Begawan
Smith Jr., Dane F., Senegal
Stafford Jr., Lawrence J., Senegal
Summers, David C., Budapest
Tarrant, James R., Sec. of Defense
Wolfe, Geoffrey E., European Affs.

Resignations

Allison, Drew M., Sanaa	Lowry, Bruce Alan, Leave Without Pay
Ashe, Deborah S., Canberra	Mabazza, Mariano G., Leave Without Pay
Bentz, Helen, Brussels	Moore, Veronique, Kampala
Blaschke, Julia, Gaborone	Morey, John R., Beijing
Camara, Yleanna, Hong Kong	Murdock, Stacey Michelle, Hong Kong
Chaudhry, Charla D., Moscow	Noyes, Lawrence P., Arms Control
Collins, Traci L., Bern	Paulson, Evelyn Y., Bamako
Curry, Christine R., European Affs.	Pianalto, Antonella, London
Driscoll, Lorraine, Seoul	Quiroz, Julieta, Mexico City
Ellingson, Tina Jo, Rangoon	Rivera, Maria Victoria, Personnel
Felty, Janet L., Oslo	Rogers, Celeste M., Singapore
Fernandez, Dora L., Montevideo	Sampson, Halma Muthoni, Leave Without Pay
Garcia-Martinez, Maria D., Bogota	Sand, Barbara M., Spec. Dom. Assign. Prog.
Gong, Li, Chiang Mai	Sasser, James R., Beijing
Gong, Teddy, For. Serv. Inst.	Schmidt, Susan M., For. Serv. Inst.
Gross Jr., Myron Charles, Manila	Schofield-Lake, Jennifer, Diplomatic Sec.
Hogan, Kelley A., Regional Diplomatic Sec.	Simpson, Wendy H., Sofia
Hogeman, George H., For. Serv. Inst.	Smith, Heather Marie, Policy Planning Council
Izzet, Aref H., Paris	Turner, James J., For. Serv. Inst.
Jessee, Katyna E., Cairo	Walsh, J. Richard, Havana
Kirk, Katherine A., Rome	Wanagel, Lyn M., Personnel
Klein, Jacques Paul, Ofc. of the High Rep.	Wayman, James L., For. Serv. Inst.
Ladow, Lara S., Ulaanbaatar	Weaver, A. Vernon, Brussels
Loehr, Meldan, Adana	Yett, Daniel J., Lusaka

CIVIL SERVICE

Appointments

Alberi, Robert C., Diplomatic Sec.
Almaguer, Frank, Tegucigalpa
Bauckman, John W., For. Buildings
Bennett, Melissa S., Ofc. of the Sec.
Brown Jr., Mitchell R., Oceans and Int'l. Envir. and Sci. Affs.
Burnette, Wanda L., Information Res. Mgt.
Eddy III, Randolph Post, Int'l. Org. Affs.
Gallagher, Robert Harold, Diplomatic Sec.
Gress, Oksana, Operations
Hase, Susan D., African Affs.
Hubbard, Kenneth C., Diplomatic Sec.
Kanak, Robert A., For. Buildings

Kraft, Ned O., Operations
Ledoux, Reginald P., Consular Affs.
MacKeil, John D., For. Buildings
Matthews, Gary, Information Res. Mgt.
Maynard, Michelle Cecelia, Near Eastern Affs.
McAlpine, Jan Louise, Oceans and Int'l. Envir. and Sci. Affs.
McShane, Thomas J., Administration
Mendez, Ronald, Exec. Secretariat
Metrey, Richard Raymond, Diplomatic Sec.
Murungi, Muraguri, Legal Adviser
Pauli, Rosemarie, Int'l. Org. Affs.
Phillips, Mary D., Information Res. Mgt.
Rush, Jeraldine H., For. Buildings

Sales, Rolando J.R., Diplomatic Sec.
Saunders, Marianne E., Information Res. Mgt.
Schilling, Michael Robert, For. Buildings
Serth, Robert A., Diplomatic Sec.
Shaw, Herman A., Operations
Taplin, George A., Personnel
Terrini, William R., Fin. Mgmt.
Thong, Sow Y., Information Res. Mgt.
Walker, Courtney T., Information Res. Mgt.
Walker, E. Valerie, Information Res. Mgt.
White Jr., Robert H., Information Res. Mgt.
Wilson, Robert Clair, For. Buildings
Wiser, Alan T., Information Res. Mgt.
Wright, Mark Russell, Diplomatic Sec.

Retirements

Ibrahim, Lisma Nona, For. Serv. Inst.
Isaacs, Judith M., For. Serv. Inst.
Kaslick, Wilbur, Boston Passport Agency
Menzel, Joerg H., Arms Control
Miller, Margaret A., Chief Fin. Officer
O'Connor, Carol A., Boston Passport Agency
O'Rourke, Beverly Ann, Operations
Rodriguez, Ana F., Western Hem. Affs.
Rucker, Mary R., Personnel
Thompson, Charles Henri, Fin. Mgmt.
Young, Arthur R., Operations
Zarechnak, Dmitry, Operations

Dao, Kc Thi, Chief Fin. Officer to Oceans and Int'l. Envir. and Sci. Affs.
Davidson, Betty J., Econ. and Bus. Affs. to Oceans and Int'l. Envir. and Sci. Affs.
Epstein, Daniel J., Mgt. Intern Prog. to Econ. and Bus. Affs.
Egger, Barbara Elisabeth, Intell. and Res. to Int'l. Org. Affs.
Gise, John R., Western Hem. Affs. to Inter. Narc. and Law Enfor. Affs.

Reassignments

Horsey, John E., Operations to Information Res. Mgt.
Inselman, Dale R., For. Buildings to Information Res. Mgt.
Pfeuffer, Paul E., Mgt. Intern Prog. to European Affs.
Povenmire, Susan L., Public Affs. to Oceans and Int'l. Envir. and Sci. Affs.
Reis, Carolyn W., Fin. Mgmt. to Information Res. Mgt.
Shenwick, Linda S., Int'l. Org. Affs. to Operations
Synder, Susan L., Inter. Narc. and Law Enfor. Affs. to Counselor of the Dept.

Resignations

Abramowitz, David S., Legal Adviser
Bailey Sr., Jeffery A., Operations
Brooks, Markita M., Personnel
Bryant, Tiffany, Consular Affs.
Burgess, Thomas G., For. Buildings
Caplan, Lee M., Legal Adviser
Chang, Philip C., Operations
Chatman, Tracy P., East Asian and Pac. Affs.
Chock, Kalae, Operations
Choi, Sarah, Operations
Christensen, Gerald M., Inspector General
Copley, Marilu, For. Serv. Inst.
Crawford, Celina G., Personnel
Cross, Raynetta N., Diplomatic Sec.
Dansby, Gloria J., Seattle Passport Agency
Davis, Amir H., Operations
Dendy, Jerome Maurice, Western Hem. Affs.
Eizenstat, Stuart E., Econ., Bus. and Agric. Affs.
Farrell, Nicholas Longino, Ofc. of the Sec.
Featherstone, Rachel L., Legal Adviser
Ferreira-Sachero, Mariaa, Administration
Finch III, Alfred J., War Crimes Init.
Fulwider, Laura Helen, Ofc. of the Sec.
Ganeles, Cheri M., European Affs.
Garland, Derek A., Legal Adviser
Handler, Alan, Exec. Secretariat
Harris, Belinda T., European Affs.

Hartman II, Richard W., Arms Control
Henderson, Meghan McLean, Western Hem. Affs.
Henson, Aprelle R., Inspector General
Hill, Aisha K., Operations
Hughes, Catherine A., Counselor of the Dept.
Hyman, Kisa L., European Affs.
Johnson, Bianca, East Asian and Pac. Affs.
Johnson, Lynnette E., African Affs.
Jones, Jeffrey L., Information Res. Mgt.
Joyce, Arwen, Western Hem. Affs.
King Jr., Kelvin N., Consular Affs.
Knight, Hannah L., Inspector General
Kronstain, Melissa A., Legal Adviser
Larsen, Rosario L., Pol. and Mil. Affs.
Martinez Sherry, Marta S., New York Passport Agency
McDowell, Dennis, Arms Control
McHugh, Erin B., Operations
McKie, Teisha M., Econ., Bus. and Agric. Affs.
Miller, Kendall T., Consular Affs.
Moore, Veronica A., Inspector General
Moser, Sheree A., Inspector General
Nowak, Bradley J., Fin. Mgmt.
Padlan, Anneliese N., Operations
Paige, Tamika J., Operations
Palazzo, Joseph, Personnel
Parris, Kesi, African Affs.
Pavich, Roxana, European Affs.

Perry, Victoria L., Med. Serv.
Redding, Louis A., For. Buildings
Reece, Yvonne Joyce, Diplomatic Sec.
Regardie, Michael Alan, For. Buildings
Rickert, Ulla, African Affs.
Robertson Jr., Alvin, New Orleans Passport Agency
Rocchio, Albert J., Inspector General
Rucker, Ian, European Affs.
Sanford, Christina A., Legal Adviser
Saunders, Aleen L., Administration
Schuyler, Anne R., For. Buildings
Scott, Jovedia, New York Passport Agency
Simons, Marie Victoria, For. Serv. Inst.
Smith, Samantha Denise, Western Hem. Affs.
Snyder, April C., Int'l. Org. Affs.
Stewart, Tucker Richmond, European Affs.
Turner, Tyrissa S., Oceans and Int'l. Envir. and Sci. Affs.
Vazquez, Lyana E., Administration
Villarreal, Angelica Maria, Western Hem. Affs.
Walker, Stephanie L., Worker Trainee Init.
Wiener, Eric, Personnel
Williams, Dana, Operations
Willis, Deandre E., Inspector General
Wilson, Caroline, African Affs.
Wyche, Jody, Diplomatic Sec.
Zapf, Nathaniel L., European Affs.
Zucker, Jeremy B., Legal Adviser

ASSIGNED OVERSEAS? REMEMBER THESE **HANDY TIPS** FOR YOUR **TRANSFER**

YOU MUST OBTAIN ALL NECESSARY
VISAS FOR YOUR TRAVEL.

YOU MUST PLEASE MAKE 16 COPIES OF YOUR
VISA APPLICATION, TO BE SUBMITTED WITH
14 COLOR PHOTOS, 11 CANDID BLACK-AND-WHITES,
THREE PORTRAITS BY RECOGNIZED ARTISTS AND
A 250-WORD ESSAY ON WHY YOU WISH TO
VISIT OUR SCENIC AND AUTHORITARIAN
COUNTRY.



BE SURE YOUR TRAVEL PLANS MEET ALL
APPLICABLE REGULATIONS.

WE HAVE TO TRANSIT
BELIZE, BEZARUS
AND BANGLADESH?



OH, I ALMOST FORGOT.
YOU ALSO HAVE TO GO
THROUGH BRUNET AND
BHUTAN.



MAKE SURE YOUR WHOLE FAMILY IS ON YOUR
TRAVEL ORDERS.

LOOK, FOR THE LAST TIME: HER
NAME IS BRITTANY, SHE'S MY NEWLY
ACQUIRED DEPENDENT YAK AND I'M
NOT GOING ANYWHERE WITHOUT HER!



ACCELERATOR

ORGANIZATION IS THE KEY TO A SUCCESSFUL
PACKOUT.

DID BOYD JUNIOR
GET PUT IN STORAGE?



I THOUGHT I
PUT HIM IN
AIR FREIGHT...

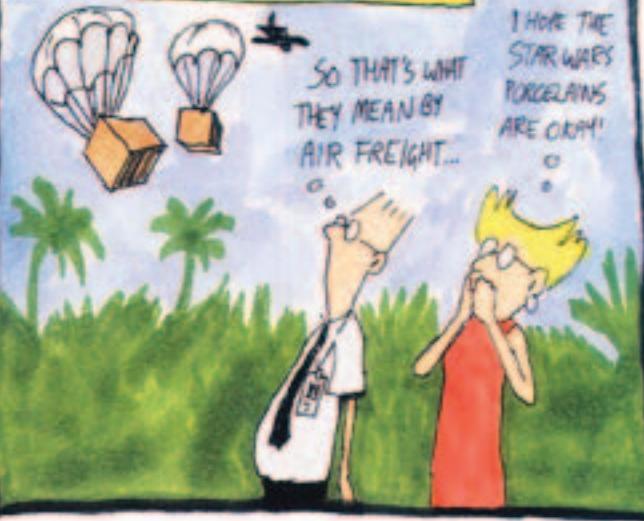
DADDY! I NEED
MORE AIR HOLES
IN MY BOX!



AND SOON AFTER YOUR ARRIVAL, YOUR
SHIPMENTS WILL ARRIVE!

SO THAT'S WHAT
THEY MEAN BY
AIR FREIGHT...

I HOPE THE
STAR WARS
PORCELAINS
ARE OKAY!



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